



Massachusetts National Guard

2005 Annual Report





DEPARTMENTS OF THE ARMY AND THE AIR FORCE
THE COMMONWEALTH OF MASSACHUSETTS MILITARY DIVISION
MASSACHUSETTS NATIONAL GUARD
OFFICE OF THE ADJUTANT GENERAL
50 MAPLE STREET
MILFORD, MA 01757



November 1, 2005

Citizens of the Commonwealth of Massachusetts:

On the following pages, you will find our annual report for fiscal year 2005.

I am very proud of our Soldiers and Airmen and what they have accomplished.

Regardless of where we have deployed them, Massachusetts National Guard members have earned a reputation for professionalism and reliability. Civil and military leaders with whom they have worked, at home and abroad, have had only positive things to say about our men and women.

The Massachusetts National Guard has continued to play an indispensable role in operations both here and overseas. Whether supporting the Global War on Terrorism, protecting public safety during the blizzard this past January, or providing comfort to the victims of Hurricane Katrina, the Massachusetts National Guard was there.

As the new Adjutant General, leading the men and women of the Massachusetts National Guard has been both the most demanding and the most rewarding job of my military career. Guard members across the state have shown me their resolve, honor and courage - and it has been compelling.

Freedom is not free; no one knows this better than our members' families. It is the Soldier or Airman who signs up, but it is the entire family that sacrifices during routine training and when our men and women deploy into harm's way. The Massachusetts National Guard is therefore committed supporting our family members through the Family Program Office before, during and after deployment.

Finally, to the leadership and citizens of the Commonwealth of Massachusetts, I would like to say thank you for the support you have shown the Soldiers and Airmen of the Massachusetts National Guard and their families. It is your support that allows us to continue our nearly 370-year tradition of service to both nation and community.

Sincerely,

Oliver J. Mason Jr.
Brigadier General, Massachusetts National Guard
The Adjutant General



**Governor
Mitt Romney**



**Exec. Secretary of Public
Safety Edward A. Flynn**



**The Adjutant General,
Brig. Gen. Oliver J. Mason**

Massachusetts National Guard

Assistant Adjutant General and Executive Officer,
Retired Col. Manuel J. Constantine

Assistant Adjutant General,
Brig. Gen. Marie T. Field

Assistant Adjutant General,
Retired Brig. Gen. Samuel M. Shiver

Assistant Adjutant General,
Col. Joseph C. Carter

State Command Sergeant Major,
Command Sgt. Maj. Richard P. Belanger

Command Chief Master Sergeant,
Command Chief Master Sgt. Richard C. Bedell

Joint Force Headquarters – Massachusetts

Commander, JFHQ-MA
Brig. Gen. Michael D. Akey

Director of Military Support,
Lt. Col. John A. Hammond

Deputy Commander, JFHQ-MA
Col. Michael E. McCormack

Director of Installations Management,
Col. Richard V. Crivello

Chief of Staff,
Col. Jay F. Daley

Director of Safety,
Col. William F. FitzPatrick

Deputy Chief of Staff,
Col. Sandra Warde

Inspector General,
Col. Leonard J. Samborowski

J-1, Manpower and Personnel Officer,
Col. Stephen A. Garandin

Selective Service Officer,
Col. Steven Valente

J-2, Intelligence,
Col. L. Scott Rice

Staff Judge Advocate,
Col. Christopher C. Henes

J-3, Operations,
Col. Raymond M. Murphy

Director of Army Aviation,
Lt. Col. Paul G. Thibodeau

J-4, Logistics,
Col. Sheila M. Edwards

Commander, Medical Command,
Col. Gordon Bennett

J-5/7, Plans and Policy,
Col. Steven N. Wickstrom

State Surgeon,
Col. Alexandra L. Accardi

J-6, Communication Systems,
Lt. Col. Gary M. Smith

Commonwealth of Massachusetts – Military Division

J-8, Resource Management,
Lt. Col. William J. Callahan

U.S. Property and Fiscal Officer,
Col. Frank P. Baran

State Quartermaster,
Retired Col. Mark P. Murray

Chaplain,
Maj. Laurence J. Bazer

State Judge Advocate,
Retired Col. Robert H. Costello Jr.

Military Personnel Officer,
Col. David W. Cunha

Director of Administration and Finance,
Mr. Joseph Wolfgang

Senior Army Advisor,
Col. William F. Donaher

Legislative Liaison,
Mr. Richard Dowdell

Major Commands



Massachusetts Air National Guard

102nd Fighter Wing

Col. Paul G. Worcester
Chief Master Sgt. Roy H. Piver Jr.

104th Fighter Wing

Col. Marcel E. Kerdavid Jr.
Chief Master Sgt. Laurence D. Heller



Massachusetts Army National Guard

26th "Yankee" Infantry Brigade

Col. Jeffrey D. Greb
Command Sgt. Maj. John F. Helbert

42nd Division Artillery

Col. Eugene A. Dever Jr.
Command Sgt. Major Dennis J. Flynn

51st Troop Command

Col. Michael E. Chilson
Command Sgt. Maj. Michael F. Case

79th Troop Command

Col. Charles F. Maguire III
Command Sgt. Maj. Francis J. Walsh

Headquarters Camp Edwards Army National Guard Training Site

Col. Steven E. Wujciak
Command Sgt. Maj. Hervey E. Constantine

101st Regional Training Institute

Lt. Col. John G. Chapman
Command Sgt. Maj. Gregory J. Burke

Introduction to the Massachusetts National Guard

The Massachusetts National Guard was founded as the Massachusetts Bay Colonial Militia in December 1636.

Since that time, members of the Massachusetts National Guard served the cause of freedom at Lexington and Concord, fought in the trenches of France, stormed the beaches of Normandy and Guadalcanal, kept the peace in Bosnia and endured the blazing Middle Eastern sun.

Today, nearly 430,000 men and women in uniform are serving in more than 172 nations, braving unfamiliar environments including the mountains of Afghanistan and the sands of Iraq. Many are Reserve or National Guard members on active duty, including roughly 800 Soldiers and Airmen from our own Massachusetts National Guard.

More than 6,500 Massachusetts National Guard Soldiers and Airmen have been mobilized into federal service since September 11, 2001, and more than 4,000 of those served overseas.

There are 7,500 Soldiers and Airmen in the Massachusetts National Guard, serving in Air Force and Army units, in both combat and support roles. The commonwealth gets a great deal of bang for its buck out of the Massachusetts National Guard. The Massachusetts National Guard's combined annual budget is roughly \$305 million, and 97 percent of that is federally funded.

The Massachusetts National Guard has a unique dual mission: first, to maintain properly trained and equipped units available as needed to support the Department of Defense under the direction of the President of the United States; and second, to provide trained and disciplined forces for emergencies within the Commonwealth of Massachusetts under the direction of the Governor of Massachusetts.

The Massachusetts National Guard has always been there to support the community in time of need. Massachusetts Guard members were activated to protect life and property during the Blizzard of 1978, the airport security missions in 2001, the Democratic National Convention in 2004, and relief efforts after Hurricane Katrina.

The Massachusetts National Guard is a citizen-soldier force that is ready, reliable, robust and essential to the safety and security of the commonwealth and nation. We have interstate compacts with the National Guard from other states, so if we need an asset that we don't have in Massachusetts, other states will lend us the personnel and equipment.

The Joint Force Headquarters in Milford provides a ready command and control center to manage homeland defense operations. During the Democratic National Convention, the Joint Force Headquarters managed National Guard, Reserve and active duty forces supporting civil authorities in protecting public safety.

Table of Contents

• Letter from The Adjutant General.....	1
• Key Leaders.....	2
• Major Commands.....	3
• Introduction to the Massachusetts National Guard.....	3
• Fiscal Year 2004 Overview.....	5
• Organization Chart.....	8
• Commonwealth of Massachusetts - Military Division.....	9
• J-1.....	10
• J-2.....	17
• J-3.....	17
• J-4.....	21
• J-5/7.....	22
• J-6.....	24
• J-8.....	26
• Other Directorates and Special Staff	
-Chaplain.....	28
-Construction and Facilities Management Office.....	28
-Inspector General.....	29
-Selective Service.....	29
-Staff Judge Advocate.....	29
-Public Affairs Office.....	30
• Historical Services Office.....	31
• Massachusetts Military Reservation.....	32
• Massachusetts Air National Guard	
-102nd Fighter Wing.....	35
-104th Fighter Wing.....	37
-253rd Combat Communications Group.....	39
-212th Engineering Installation Squadron.....	40
-Air National Guard Band of the Northeast.....	41
• Massachusetts Army National Guard	
-26th Infantry Brigade.....	42
-42nd Infantry Division Artillery.....	45
-51st Troop Command.....	48
-79th Troop Command.....	55
-101st Regiment, Regional Training Institute.....	61
-215th Army Band.....	61

Overview of Fiscal Year 2005

Mission

The Massachusetts National Guard's mission is to be trained and ready to provide units that are capable of mobilizing for any contingency, at home or abroad. To accomplish this, we must sustain a ready, reliable, and robust joint military team of Army, Air Force, civilian and family members that will honor our responsibilities to nation and community.

Fiscal Year 2005 Highlights

The primary challenges for fiscal year 2005 were supporting a high operations tempo at home and abroad while simultaneously beginning the transformation to a new Army National Guard force structure and working through the Base Realignment and Closure (BRAC) process and its potential effects on our Air National Guard units and facilities.

The Massachusetts National Guard mobilized nearly 1,200 Soldiers and Airmen during the year, 82 percent of which deployed overseas in support of the Global War on Terrorism. Additionally, more than 1,400 members served on state active duty to help protect public safety in the commonwealth and more than 600 were mobilized to assist with Hurricane Katrina relief efforts in New Orleans and on the Massachusetts Military Reservation.

Funding levels continued to be a challenge, but total funding did increase by nearly eight percent from 2004. Funding by the Commonwealth of Massachusetts increased by six percent when compared to 2004.

The year saw an overall reduction in total Air and Army National Guard strength in Massachusetts to 7,500 from 8,200 in fiscal year 2004. However, several recruiting and retention initiatives were undertaken in fiscal year 2005 that will be expanded in fiscal year 2006, when they are expected to begin paying off. These efforts include opening recruiting centers in high-traffic areas and increased benefits for Soldiers and Airmen.

Barnes Air National Guard Base, in Westfield, hosted its biennial international air show during fiscal year 2005, featuring the Air Force Thunderbird demonstration team and the U.S. Army Golden Knights parachute demonstration team. The event showcased static military and vintage World War II aircraft, independent flying acts, and world-class pyrotechnics.

The air show's theme was a tribute to the "Greatest Generation," celebrating the 60th anniversary of the end of World War II. The show hosted more than 160,000 visitors from across North America.

Fiscal Year 2005 Objectives and Results

Strength Management - Only by maintaining fully manned units can we preserve our force structure, funding and relevance. Attrition increased by one percent and recruiting was down eight percent versus fiscal year 2004, resulting in an overall nine percent reduction in total strength.

Leadership Development - Developing leaders at all levels is critical to our success; Soldiers and Airmen cannot follow if they are not led. There are several programs the Massachusetts National Guard used to select and train our future leadership. Officer leadership boards were conducted to identify the best-qualified officers for key-leadership positions. Noncommissioned officers were selected for promotion based on objective analysis of their training and performance.

Individual and Unit Readiness - The high readiness of Massachusetts National Guard units was demonstrated by our ability to successfully respond to every mission requested of us during fiscal year 2005. Roughly 1,200 Soldiers and Airmen were mobilized to federal active duty during the fiscal year. Additionally, 500 Soldiers and Airmen were sent to the Gulf Coast region to help with Hurricane Katrina relief efforts and more than 120 members were mobilized to provide comfort to the victims at Camp Edwards as part of Operation Helping Hand.

Homeland Defense Preparedness - Since 1636, protecting the lives and property of the commonwealth's citizens has always been a primary mission of the Massachusetts National

Guard. Fiscal year 2005 was no exception. More than 1,400 Soldiers served on state active duty during the year protecting critical infrastructure - like the Pilgrim Nuclear Power Plant - and supporting civil agencies in ensuring public safety during the blizzard in January, the Boston Marathon and the 4th of July at the Esplanade.

Supporting Families - To ensure our deployed Soldiers and Airmen can focus on their mission, we must ensure their families are prepared for the members' absence and taken care of while the members are away. Working with its Family Program Office, the Massachusetts National Guard held family readiness briefings for every deploying unit, and supported the needs of family members. The office maintained seven Army and Air National Guard Family Assistance Centers (FAC). The effectiveness of Massachusetts National Guard Family Programs can be demonstrated by the fact that Massachusetts was selected to host the 2005 National Guard Bureau Family Programs Workshop.



Photo by Maj. Winfield Danielson, Massachusetts National Guard Public Affairs

Providing Quality Training Sites and Services - Quality training assets directly contribute to unit readiness. It is hard to overstate the importance of the Massachusetts Military Reservation. No other facility in New England offers the unique combination of training areas, ranges and other facilities. The symbiotic relationship between Camp Edwards Army National Guard Training Site, Otis Air National Guard Base and the Coast Guard Air Station on the MMR was threatened by the initial BRAC recommendations, which selected Otis Air National Guard Base for closure. Fortunately, the legislation that actually passed preserved Otis Air National Guard Base. Though the aircraft authorizations currently assigned to the 102nd Fighter Wing will be reassigned to Barnes Air National Guard Base in Westfield, new units will be assigned to Otis to back-fill the 102nd Fighter Wing.

Fiscal Year 2005 Budget

During fiscal year 2005, the Massachusetts National Guard managed a total of \$305 million compared to \$283 million in 2004.

Massachusetts National Guard 2005 Budget	
FEDERAL FUNDING	
Massachusetts Army National Guard	
Military Pay and Allowance	\$42,635,030
Civilian Payroll	\$26,404,400
Operations and Maintenance	\$65,262,779
Military Construction	\$1,369,600
Subtotal	\$135,671,809
Massachusetts Air National Guard	
Military Pay and Allowance	\$37,561,808
Civilian Payroll	\$50,602,677
Operations and Maintenance	\$72,505,450
Military Construction	\$341,857
Subtotal	\$161,011,792
Total Federal Funding	\$296,683,601
STATE FUNDING	
Payroll	\$2,674,890
Operations and Maintenance	\$4,183,318
Capital Improvements (Bond Funded)	\$370,681
State Active Duty (Reserve Fund)	\$1,006,330
Total Investment by the Commonwealth	\$8,235,219
TOTAL STATE AND FEDERAL FUNDING	\$304,918,820

Mobilizations since September 11, 2001, prepared the Massachusetts National Guard for striking a balance between assisting mobilizing units, supporting civilian first-responders, and maintaining the readiness of remaining units. Success over the past four years – during the highest operational tempo in more than 50

years – is a tribute to the dedication of the men and women employed by the organization.

Federal military pay and allowance funds were adequate to support Global War on Terrorism and recruiting efforts, but operations and maintenance funding was not sufficient for recruiting and retention, sustainment, restoration and modernization efforts. Massachusetts National Guard leadership was able to reprogram and execute funds to meet objectives.

Total funding by the Commonwealth of Massachusetts in fiscal year 2005 was \$8 million. Though this was an increase of nearly six percent over 2004, it was not sufficient to pay the costs associated with various state active duty missions and those incurred by increased energy costs.

The funding the Massachusetts National Guard receives from the state is critical to the organization. State-funded employees maintain facilities, provide administrative support, manage funds and perform legislative liaison functions. State funding is also used to pay for utilities, maintenance and improvements at the 44 armories in 41 communities across the commonwealth.

Finally, state funding is used to mobilize soldiers for state active duty to protect the safety and security of Massachusetts citizens during domestic emergencies and special events. Nearly 320 Soldiers mobilized to assist with recovery and snow removal efforts, and the transportation of emergency personnel during the blizzard in January, for example.

In the Massachusetts National Guard, the commonwealth is getting considerable bang for its buck; a force of approximately 7,500 Soldiers and Airmen, along with specialized equipment including helicopters and off-road capable vehicles, which are not readily available elsewhere in the commonwealth. These assets served Massachusetts well during the blizzard in January, and in protecting safety at public events including the Boston Marathon and the 4th of July at the Esplanade.

Fiscal Year 2006 Objectives

In December 2005, The Adjutant General of the Massachusetts National Guard, Brig. Gen. Oliver J. Mason Jr., announced his Vision 500 plan, a 500-day initiative to sustain a ready, reliable, essential and robust joint team of Army, Air Force, civilian and family members that will accomplish all our assigned missions, at home and abroad, in times of peace and war. Additionally, the plan calls for the Massachusetts National Guard to respectfully and faithfully uphold the constitutional principles of our nation.

Ready - The Massachusetts National Guard must field trained and fully-manned units prepared to execute missions at home and abroad. Increasing the overall strength of the Massachusetts National Guard by five percent during Fiscal Year 2006 will be the first step towards this goal. The Welcome Home Bill demonstrated strong support from state elected officials. The bill, which included

provisions for waiving both fees and tuition to state colleges and raising pay for state active duty, should help us achieve our strength goal in fiscal year 2006.

Reliable - The Massachusetts National Guard must be able to deploy units to conduct repeated and sustained operations effectively without failure or breakdown. The organization must support all mobilizations for deployment and respond to domestic emergencies during fiscal year 2006.

Essential - The Massachusetts National Guard must field the types of units and trained personnel necessary to respond to the needs of the commonwealth and nation. Maintaining 100 percent compliance with military and civilian education requirements for officers and noncommissioned officers is the key to remaining an essential part of homeland security and Global War on Terrorism efforts.

Robust - The Massachusetts National Guard must be capable of performing required missions regardless of other demands or the operational environment. Full-time manning is a force multiplier that can be leveraged to help accomplish this goal. Active Guard Reserve manning should be at 100 percent and full-time technician manning should be at 90 percent by the end of the fiscal year.

Respectful - Members of the Massachusetts National Guard must uphold and promote the values of the military, the Commonwealth of Massachusetts and the United States of America. Sexual harassment, misuse of government property for personal gain, and discrimination will not be tolerated in any form. During fiscal year 2006 the objectives are no sexual harassment incidents, a reduced number of complaints to the Massachusetts National Guard Inspector General, and the establishment of a mentorship program to foster military values in future leadership.

Fiscal Year 2006 Challenges

The primary challenges for 2006 will be meeting objectives, supporting homeland defense and the Global War on Terrorism while continuing the transformation of Air and Army National Guard units to a new force structure.

Simultaneously, we must continue to ensure the Guard members' family needs are taken care of so they can focus on their mission.

Supporting these requirements becomes increasingly difficult each year. The Massachusetts National Guard has thus far been able to adjust by transferring funds, personnel and equipment from non-critical to critical areas.

Over the long term, however, current federal funding levels will not be sufficient to replace equipment worn by deployments and

pay for supplemental personnel. Additionally, although the Massachusetts National Guard is authorized modern equipment, the reality is that many units train with much older equipment than their active duty counterparts. Though deploying units are normally provided with modern equipment, it is often left in theater when the unit returns. The result is a lack of equipment available to respond to domestic emergencies in the commonwealth.

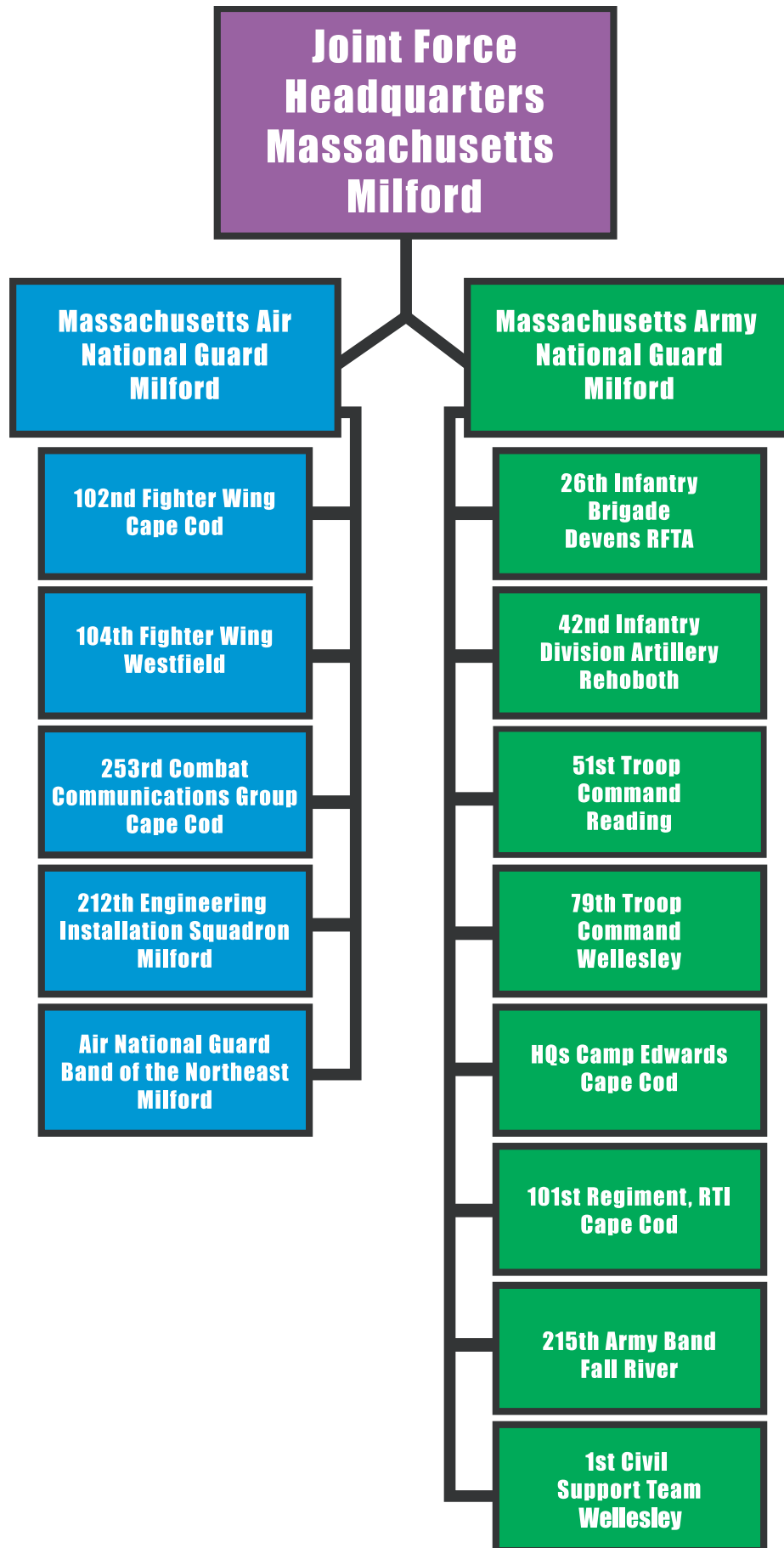
The Massachusetts National Guard will require additional federal funding to acquire new vehicles, weapons, communications and other support items. These needs will become more urgent as units



Photo by Tech. Sgt. Sandra Niedzwiecki, 102nd Fighter Wing

transition to new missions that will require new equipment. We have identified these shortages and are working closely with National Guard Bureau and our elected officials to address them, but it is a problem facing every state's National Guard and it will likely not be solved in the short term.

Organization



Massachusetts Military Division

The Military Division is the state agency that provides combat-ready units to the U.S. Army and U.S. Air Force; readies units and soldiers to protect, defend and preserve life, property and public order under the authority of the Commonwealth of Massachusetts; and improves the quality of life within our communities through civic actions, partnerships and co-facility usage.

At the head of the Military Division is the Office of The Adjutant General, to which all Massachusetts Air and Army National Guard organizations report.

The division is staffed with 61 full-time state employees who support 7,500 Massachusetts National Guard members by maintaining facilities, providing administrative support to senior officials, managing state funds and performing legislative liaison functions.

The positions are critical, as their support directly impacts the ability of the Massachusetts National Guard to maintain force structure. Without these positions, the overall strength of the Massachusetts National Guard may have to be further reduced, potentially reducing the nearly \$300 million in federal funds coming into the state to support the Massachusetts National Guard.

More than 1,400 Massachusetts National Guard Soldiers served on State Active Duty during fiscal year 2005, responding to the blizzard in January, hosting victims of Hurricane Katrina at Camp Edwards, supplementing security at the Plymouth Yankee Nuclear Power Plant and assisting state and local law enforcement with protecting public safety at the Boston Marathon and the 4th of July celebration at the Esplanade.

The Massachusetts National Guard closed 14 facilities during the past three years. These properties have been auctioned by the Department of Capital Asset Management realizing more than \$10 million in revenue. In addition, \$20 million in cost avoidance to the commonwealth has been achieved through these closures.

The closures and downsizing are the continuation of a long-range plan to develop new regional facilities. Some of these will be constructed using federal military construction funds while others will be created through the modernization of existing facilities with state capital funds.

The Military Division will continue its facility downsizing activities in fiscal year 2006, though the pace of closures is expected to slow significantly.

Stationing plans have been updated as a result of armory closures and the transformation to a new force structure on the Army National Guard side. Some units will be relocated; others will transition to a new type of unit but remain at their current armory.

The result of these stationing moves and closures will be a reduced need to request large capital outlays from the state to repair and maintain aging and obsolete sites. In addition, federal assets will be better maintained in a more secure environment with improvements to facilities that will be retained.

State Quartermaster

The State Quartermaster is responsible for the care and maintenance of all real property in the Commonwealth of Massachusetts used for state military purposes.

As the contracting officer for the Military division, the State Quartermaster executed more than 79 contracts during the year at a cost of approximately \$9.2 million.

The State Quartermaster is the state official charged with the management and implementation of the Master Cooperative Agreement with the federal government and, using federal and state funds, provides support to both Army and Air National Guard facilities within the Massachusetts National Guard's control. The office employs 200 in that capacity and was responsible for the expenditure of approximately \$26 million in federal funds in accordance with the agreement.

Within the State Quartermaster's Office are 39 armorers, who are responsible for the day-to-day care and maintenance of National Guard armories. Those armories are divided into four geographic regions, each with a team leader who supervises the armorers within his region. Three other employees oversee the overall maintenance of the armories statewide and ensure the necessary supplies and services are provided.

It is The Adjutant General's desire to further regionalize our facilities to meet the needs of our new force structure as we complete the Massachusetts Army National Guard's transformation. The Governor's Office has filed a \$25 million bonding bill for the replacement and repair of Army National Guard Armories.

It is the State Quartermaster's goal to provide the finest facilities to our Soldiers and Airmen allowable and available with the federal and state funds provided.



Massachusetts National Guard file photo

J-1: Manpower and Personnel

The J-1 manages manpower and personnel for the Massachusetts Air and Army National Guard. The Human Resources Office and Deputy Chief of Staff for Personnel are the subordinate sections that compose the J-1.

Human Resources Office

The Human Resources Office provides personnel and administrative services and support for approximately 1,675 full-time support personnel, both technicians and Active Guard Reserve (AGR), employed by the Massachusetts Army and Air National Guard.

The services provided include labor and employee relations, staffing and classification, employee development and military support. Additionally, the Human Resources Office manages the Army National Guard federal technician payroll.

National Guard technicians are, for the most part, in the Excepted Federal Service and are employed under the provisions of Public Law 90-486, the Technician Act. They are required to be members of the Massachusetts National Guard and must hold specific military assignments that are compatible with their full-time employment. They must maintain established physical fitness standards for mobilization and must be available for worldwide deployment.

Soldiers and Airmen employed under the AGR program are governed by specific military regulations administered by the Human Resources Office, consistent with guidance provided by The Adjutant General.

The full-time support program is designed to provide continuity of operations between scheduled training assemblies and periods of annual training or active duty. The primary mission is to maintain the high level of personnel and equipment readiness necessary to meet federal and state mission requirements. The full-time staff is an extremely valuable asset that forms a highly-trained cadre available during mobilization.

The Human Resources Office manages a full spectrum of Excepted Civil Service programs for technicians including staffing, classification, recruiting and new employee orientation. In addition, they manage a full range of employee benefit programs to include health and life insurance and the Federal Retirement System. Personnel programs are constantly updated to incorporate new legislation and changes in federal regulations.

For the 609 members of the Active Guard Reserve, the office manages day-to-day personnel activities including pay and



Photo by Sgt. June Norton, Massachusetts National Guard Public Affairs

allowances, leave, assignments and transfers, retirement and recruiting for position vacancies.

Labor-management relations are centrally managed through the labor relations staff in the Human Resources Office. The Massachusetts National Guard has maintained an aggressive and effective labor management program, which has essentially been nonadversarial. Emphasis is placed on conflict resolution at the lowest level.

The agency is required by law to maintain a work force made up of all segments of society, which is free of discrimination and provides equal opportunities for promotion. As a result, the agency has endeavored to recruit and hire a diverse workforce.

The following are some highlights of Human Resources Office operations in fiscal year 2005:

- Provided benefits briefings to hundreds of full-time Army and Air Guard technicians mobilized in support of operations Noble Eagle, Enduring Freedom and Iraqi Freedom
- Provided benefits briefings to full-time personnel who returned to work after completion of their mobilizations
- Researched, prepared and submitted hundreds of Thrift Savings Plan actions
- Processed 2,000 technician personnel actions for Army and Air Guard units
- Published 315 technician vacancy announcements for 343 positions within the Massachusetts National Guard
- Published 155 Active Guard Reserve vacancy announcements for the Army and Air Force components

Massachusetts National Guard Full-Time Manning	
Army National Guard:	941
Air National Guard:	756
Total Full-Time Personnel:	1,697
Total Full-Time Annual Payroll:	\$88 million

Deputy Chief of Staff, Personnel

The Deputy Chief of Staff for Personnel (DCSPER) is responsible for the administration and management of personnel policies, plans and programs affecting 5,600 Army National Guard Soldiers assigned within the commonwealth.

The DCSPER provides guidance and counsel to The Adjutant General regarding the personnel readiness of all Soldiers. The office also provides guidance to senior-level commanders and key management staff at both the state and federal level regarding military personnel management issues.

The DCSPER continues to sustain personnel support to various contingencies associated with the Global War on Terrorism. The

office remains a Massachusetts Army National Guard (MAARNG) focal point in preparing Soldiers and their families for deployment at home and abroad in support of Operation Noble Eagle, Operation Enduring Freedom, Operation Iraqi Freedom and homeland defense missions.

The DCSPER responds to daily requests for assistance from local, state and federal agencies and political representatives, as well as individual Soldier and retiree inquiries. These actions are in addition to daily routine requests from supported units, specific to each branch/section within the directorate.

The actions that occur within each branch/section are described and discussed on the following pages:

Enlisted Branch

The Enlisted Personnel Branch's mission is to support the administrative needs of the organizations and Soldiers of the MA ARNG through efficient administrative techniques, effective leadership and a genuine concern for all members of the Massachusetts Army National Guard.

Daily functions of the Enlisted Branch include managing the Enlisted Personnel Promotion System (EPPS); processing of personnel orders (discharges, transfers, promotions, reductions, military occupational skill awards, etc.); processing recommendations for federal and state awards; investigating The Adjutant General hotline tips and congressional inquiries; reviewing documentation and preparing for the annual Qualitative Retention Board; preparing for and monitoring the annual Inactive National Guard Muster; processing Recruiting & Retention enlistment waivers; researching and responding to requests for documentation for former MAARNG Soldiers; maintaining a publication account for the DCSPER; and reviewing policy and advising the DCSPER on all enlisted personnel matters as required.

During fiscal year 2005, Enlisted Branch processed:

- Nearly 4,800 personnel type orders
- 1,500 individual mobilization (Title 10) orders and amendments
- 149 federal and 35 state award recommendations
- 173 recruiting waivers for enlistment and 23 other personnel-type waivers
- Three Soldier casualty reports and four family casualty reports
- More than 1,200 requests for records from retirees and former MAARNG Soldiers.

The Enlisted Personnel Promotion Section processed 5,229 enlisted promotion point worksheets, National Guard Bureau (NGB) Form 4100, to Soldiers in the field.

Upon the return of the NGB Form 4100s, EPPS processed approximately 9,000 documents and prepared them for the promotion boards.

Upon completion of the boards, EPPS processed approximately 21,000 documents to be input into the Standard Installation/Division Personnel System (SIDPERS). Enlisted Branch annually reviews, processes and approves every EPPS-related transfer, duty position change, flagging action and promotion action prior to its input into the SIDPERS database.

Officer Branch

The Officer Personnel Branch is responsible for the development, implementation and operation of the Officer Personnel Management System.

Officer Branch supports the administrative needs of the organizations and officers of the Massachusetts Army National Guard. It provides liaison between National Guard Bureau (NGB) and the sub-major commands, assists in the preparation and execution of Leadership, Selective Retention and Officer Candidate Selection Boards and conducts monthly Federal Recognition Boards.

During fiscal year 2005, Officer Branch processed more than 812 Officer Evaluation Reports (OERs) and 238 promotions and appointments with a significant reduction in paperwork returned for corrective action since last year.

Personnel Automated Records Center

The Personnel Automated Records Center (PARC) receives, processes and reports data as management tools for all sections within the Deputy Chief of Staff of Personnel (DCSPER).

Through SIDPERS, PARC provides automated information to effectively support the personnel needs of organizations and individual Soldiers. During day-to-day operations - particularly during mobilizations - the PARC validates Soldier readiness and prepares paper and electronic records to ensure accurate accountability.

Despite the mobilization and deployment of the 26th Personnel Service Detachment, the primary supporting organization, PARC was successful in improving the timeliness of reports for Massachusetts. During fiscal year 2005, PARC:

- Produced 145 Structured Query Language (SQL) reports
- Processed more than 19,000 transactions through SIDPERS
- Scanned 5,300 discharge records
- Scanned and indexed 5,600 enlisted records through the Personnel Electronic Records Management System (PERMS)
- Completed 2,500 NGB Form 22 National Guard separation documents
- Shipped 300 medical and dental records to the Veterans Administration
- Produced 120 DD Form 214 discharge from active duty documents through old and new versions of Transition Processing (TRANSPROC)
- Conducted monthly survivor benefit briefings attended by 220 Soldiers and spouses
- Produced 242 twenty-year retirement eligibility letters

Because of its strides in automation, PARC enabled some mandatory boards to be conducted in a paperless fashion. Approximately one-third of the Military Personnel Records Jackets have been returned to our officers and more than half of the enlisted Soldiers conduct annual record reviews online.

PARC continues to be responsible for the Defense Enrollment Eligibility Reporting System (DEERS) and identification card

issuance. Over 1,500 identification cards were issued and more than 2,000 DEERS transactions were completed.

As part of the Army National Guard's transformation, creation of Derivative Unit Identification Codes (UICs) for deployment, organizational and personnel transactions increased by more than 30 percent over the previous year.

In support of operations in the aftermath of Hurricane Katrina, PARC reviewed more than 1,200 individual orders in preparation for producing Department of Defense (DD) Forms 220 for Soldiers who performed active duty during Task Force Yankee, Operation Helping Hands and Task Force ISIS.

Education Services Office

The Education Service Office (ESO) supports the voluntary civilian education needs of National Guard Soldiers.

The Army National Guard (ARNG) Federal Tuition Assistance Program budget for training year 2005 totaled \$1,098,000. This amount was a significant increase over last year, but it was still not sufficient for the number of Soldiers requesting tuition assistance. We continue to stay actively engaged in procuring additional educational assistance funds.

Enlisted Soldiers, warrant officers and officers received funding for 623 course enrollments ranging from various vocational and technical certificates and licenses, to associate, bachelor's and master's degrees.

The Massachusetts National Guard 100 Percent Tuition Waiver Program issued 1,650 30-credit tuition waivers for FY05.

The Massachusetts Army National Guard Education Web site underwent an upgrade in fiscal year 2004 and is still being benchmarked by other states: <http://www.state.ma.us/guard/education>.

The Education Service Office also coordinated test proctoring for students needing this service for the various schools they attend. Finally, the ESO met with the coordinator for the Troops to Teachers Program and hopes to make this a viable program for personnel on the verge of leaving the service.

Incentive Branch

The Incentive Branch processes bonuses for enlistment, reenlistment, affiliation, and civilian acquired skills, and administers the student loan repayment program and the health loan repayment program.

Incentive Branch continues to improve the Absent Without Leave (AWOL) reporting procedures for Soldiers with more than nine AWOLs in a one year period who are receiving an incentive bonus or student loan repayments.

Results of an internal audit have been used to identify means to improve incentive operations further, enabling the incentive manager to streamline some processes in the management of the bonus and



Photo by Sgt. Jordan St. John, Massachusetts National Guard Public Affairs

student loan repayment programs. Follow-up to the internal audit has shown that the incentive manager is continuing to make strides to improve the overall timeliness of bonus payments.

Health Services

The Health Systems Specialist (HSS) Office supports mission readiness through coordination of medical services and assistance in processing medical pay claims and allowances for National Guard Soldiers. The HSS is the liaison between the Military Personnel Office and the State Surgeon/Massachusetts National Guard Medical Command (MEDCOM).

During fiscal year 2005, the Health Services office processed 55 incapacitation pay requests, 696 line of duty injury claims (of which 4 were formal), over 2,000 medical claims and more than 800 medical bills. The office also processed 18 Active Duty Medical Extension (ADME) requests and five Medical Retention Processing 2 (MRP2) requests.

In conjunction with MEDCOM and the Community Based Health Care Organization (CBHCO), HSS processed more than 600 Soldiers who were either deploying or returning and had at least one line of duty injury or illness.

The HSS coordinated medical appointments with Hanscom Air Force Base Clinic, fitness for duty appointments with West Point

Army Hospital, and return to duty appointments with the Massachusetts National Guard orthopedic physician.

In February and September, HSS attended the Regional Military Personnel conferences, sharing experiences and learning from other personnel in the other Northeast states.

Medical Command

The Medical Command (MEDCOM) programs, coordinates and provides medical and dental health care to meet the peacetime and mobilization readiness requirements of the MAARNG. The Medical Command has worked tirelessly to deliver quality medical readiness support to Soldiers.

During fiscal year 2005, the Medical Command:

- Conducted 1,250 physical examinations
- Processed 5,500 Annual Medical Certifications
- Reviewed 450 medical profiles
- Administered 7,250 immunizations to 3,200 Soldiers
- Conducted 2,100 dental screenings

MEDCOM improved its DNA completion rate to more than 93 percent and HIV screening to over 96 percent. The command also provided Soldier readiness processing coverage for mobilization and demobilization of over 2,000 Massachusetts Army National Guard Soldiers in support of worldwide missions.

MEDCOM conducted several medical training events during the year, including Combat Lifesaver Training, IV Insertion Certification, CPR Certification and Training, Advanced Cardiac Life Support and the Basic Trauma Life Support Course. The office also provided interservice support and training to the Army Reserve and Air Force.

MEDCOM was heavily involved with Operation Helping Hand, assisting the victims of Hurricane Katrina on Camp Edwards in September 2005. The office worked closely with the Massachusetts Emergency Management Agency and the Department of Public Health to medically screen and care for over 250 New Orleans evacuees. Additionally, MEDCOM assembled a team of medical professionals who deployed to New Orleans to assist Task Force Yankee with Hurricane Katrina relief efforts.

Military Funeral Honors

The Military Funeral Honors (MFH) Office conducts training of personnel and coordinates MFH missions when requested by either Fort Drum, N.Y., or local funeral directors.

Massachusetts veterans from all services who complete initial service or retire from the military and receive anything but a "discharge under dishonorable conditions" are entitled to Military Funeral Honors. Most Honors consist of the playing of "Taps" and the folding and presentation of the flag to the next of kin. Full Honors includes a firing squad, pallbearers, taps and flag presentation.

Over 1,000 veterans die each month in Massachusetts. Currently less than one-third receive honors.

MFH's goal is to grow and provide a final salute upon request to each veteran who dies; to "Honor Those That Served." The MFH program has grown from 30 missions in 2004 to over 300 in 2005, of which 6 were for National Guard Soldiers, 236 were for Army veterans from World War II, Korea and Vietnam, 39 were for Navy Sailors, and the remainder were for Marines, Airmen, Coast Guardsmen and members of the Merchant Marine. Most of these were conducted at the National Cemetery in Bourne, Mass.

In 2006 we expect to increase the amount of services provided by increasing our membership in the MFH team. This will allow Fort Drum, which has had a reduction in their MFH Team membership,

to slowly leave the state in order to fulfill their active duty mission assignments. We plan on adding four or five personnel to work at the National Cemetery on a daily basis. We also plan to add teams that will perform services at local cemeteries.

Substance Abuse Program

The Substance Abuse Office trains, administers and monitors substance abuse programs for all Massachusetts National Guard personnel. The office became a joint office in October 2005, combining the Army and Air National Guard programs.

Since the Substance Abuse Section has been assigned to the DCSPER (2002), there has been tremendous progress in every facet of the program. Last year the program received an award for the most significantly improved state in the country for training year 2004.

The assignment of a person to manage procedures relating to Administrative Separation Boards has led to a significant reduction in the time it takes a Soldier's case to be adjudicated and a tremendous reduction in the number of outstanding separation packets.

The Substance Abuse Office statistical database has made it possible for the section to provide commanders at all levels the information to target drug abuse prevention training. Unit Prevention Leader (UPL) training classes in drug abuse prevention trained over 150 Soldiers statewide, allowing the information to be disseminated to the lowest level.

The Substance Abuse Office also coordinated and participated in a major educational seminar for Unit Commanders, First Sergeants and Readiness NCOs to provide information about procedures for administrative review of Soldiers who test positive for illegal substances; legal rights of the Soldiers and the agency; policies and procedures of Tripler Army Lab (where all samples are tested); and drugs and related issues specifically related to Massachusetts.

Family Program Office

The Family Program Office facilitates ongoing communication, involvement, support and recognition between Guard families and the Guard. It develops and maintains Family Readiness Groups (FRGs); supports families before, during and after deployments; and advises The Adjutant General on family quality of life issues.



Photo by Master Sgt. Pallas deBettencourt, Massachusetts National Guard Public Affairs

During fiscal year 2005, the Family Program network serviced over 950 Guard members and their families. The family deployment mission focused on providing services to Guard members through participation in Soldier Readiness Processing (SRP), family and Soldier deployment briefings, the establishment of Family Readiness Groups, direct access to Family Assistance Centers (FACs), youth activities, youth and adult reunion briefings, welcome home gatherings and marriage enrichment training.

Family Assistance Centers are strategically located throughout the state with family resources also available at Otis and Barnes Air National Guard Bases. These centers were established to support not only National Guard personnel but also other military components and their family members as well. FACs operate as an information and referral center regarding benefits and entitlements, social service and legal issues, financial assistance programs, chaplain services, communication and video teleconferencing.

The first Prevention and Relationship Enhancement Program (PREP) was presented on May 7, 2005, for redeployed Guard members and their spouses. Thirty couples attended a full day of skills training and exercises addressing effective communication, realistic expectations, understanding and sensuality. This program is designed as an interactive practical experience enabling the re-establish of healthy relationships after a long period of separation.

Family Readiness Group charters and member participation has excelled as a result of the magnitude of recent deployments. Family Readiness Groups help families meet the challenges of military life. Each FRG operates under the direction of the unit commander. The FRG is a voluntary organization that determines its own goals and activities.

The 2005 Massachusetts National Guard "Outstanding Family Readiness and Support Award" was presented to Mrs. Catherine M. Lazo of A Company 118th Medical Battalion and Master Sgt. Julie Santos of the 267th Combat Communication Squadron.

During fiscal year 2005, FAC coordinators hosted six leadership training sessions throughout the state to certify and enhance skills of key FRG personnel as well as educate and update group leaders with current information and referrals. Topics included FRG

guidelines and goals, the chain of command and the chain of concern, youth programs, fundraising, telephone tree guidelines and FAC versus FRG responsibilities. In all, over 40 key FRG leaders, commanders and rear detachment personnel attended this course.

Massachusetts hosted the 2005 National Guard Bureau Family Readiness and Youth Symposium at the Sheraton Copley Place, Boston, from July 31 to August 4. Delegates from 54 states and territories totaled 950 participants.

The Family Program Office also participated in the Military Personnel Office University Weekend September 24 to 25, 2005. Four, four-hour blocks of instruction were provided to Guard leaders emphasizing program goals, unit responsibilities, family readiness and deployment programs and youth initiatives.

The Massachusetts National Guard Youth Program has grown immensely over that past year. Through the introduction of literature and briefings directly to families, we began promoting the youth program across the state. The program hosted another GEAR Up Teen Leadership training event and 30 teenagers are participating in the program. The Youth Club continues to receive quarterly newsletters and has adopted a mascot.

Deployment has been a large focus for the Youth Program, which has made incredible strides to form a network of support for children of mobilized Guard members. Programs include: all dependants experiencing separation receive a quarterly newsletter; annual toy drives provide toys for school age children during the holidays; the families receive a youth packet and brief from the state youth coordinator at all pre-deployment briefings; and the children are able to participate in activities at the reunion briefings after receiving an award for their sacrifice and service during the deployment.

The Youth Program also worked very closely with our 4-H Military Liaison to secure a two-year, \$100,000 grant for "Operation Military Kids," a community collaboration effort to support "suddenly military" children and to educate the community about the effects of deployment on our children.

In accordance with Massachusetts General Law, the Youth Program initiated a system for conducting background checks on all of our



Photo by Master Sgt. Pallas deBettencourt, Massachusetts National Guard Public Affairs

state volunteers working with the youth. Our focus remains the healthy development of Guard children; giving them the tools they need to secure a positive future.

Recruiting and Retention Command

The Recruiting and Retention Command's mission is to recruit and retain quality Soldiers and to improve the strength, posture and readiness of the Massachusetts National Guard.

In fiscal year 2005, the Recruiting and Retention Command (RRC) faced many challenges. Even with our country involved in the Global War on Terrorism, the Command met those challenges with many new and exciting programs.

The New England Patriots Training Camp was a major event for the RRC, providing static displays, information booths and the National Guards NASCAR. The event drew thousands to Gillette Stadium. The Recruiting and Retention Command invited all Soldiers to Gillette Stadium in Foxboro to participate in the "Patriots Experience" throughout the training camp. Any student who enlisted during the course of the Patriots Camp took the oath on the 50 yard line during the first home game of the season.

Recruiting and Retention opened eight more Career and Information Centers throughout the state during the fiscal year. Traditionally, the Guard recruited out of its armories, but as foot traffic decreased in the traditional centers of town and the Guard moved newer armories to industrial parks, the opportunities for someone stopping by on impulse were low.

The Career and Information Centers are located in malls and other high-traffic areas, getting the Massachusetts National Guard back out into the community. They offer the community a place to get information about the National Guard and for recruiters to be more in touch with those interested in joining the National Guard and local veterans.

Career and Information Center openings featured the National Guard's motorcycle, WAAF radio personalities and the New England Patriots Cheerleaders.

In fiscal year 2005 the command created "Lead Generation Teams" that worked throughout the state, generating leads for the recruiters. These highly mobile teams visited malls, businesses sporting events, beaches, county fairs and patriotic events. The teams set up static displays of equipment, provided information and generated leads as they interacted with the public.

Recruiting and Retention continued to achieve success with the Recruit Sustainment Program (RSP) during fiscal year 2005. New recruits participate in RSP after enlisting in the Guard and before shipping to Basic Training. The program results in better retention of new Soldiers going to basic training and improves the percentage of Soldiers who complete their initial training successfully.

A hometown news program was developed to follow the recruits through the course and advertise the Soldiers' accomplishments to the families and the public.



Photo by Master Sgt. Pallas deBettencourt, Massachusetts National Guard Public Affairs

Recruiting Command worked closely with WAAF Radio for many events, including the Indoor Beach Party, WAAF's annual concert with 8,000 to 10,000 attendees. RRC had a set-up on the floor, where the recruiters had direct access to potential enlistees. The set-up included a rock climbing wall and a military vehicle.

There was also a charity hockey game where the Armed Forces Champion Massachusetts Army National Guard "Red Legs" took on the WAAF hockey team to raise money for the Family Readiness Group. Recruiters had the opportunity to invite potential recruits to watch the game and meet former Boston Bruins enforcer Lyndon Byers, who is also a WAAF disk jockey. The event raised \$6,000 for the Family Readiness Groups.

Select WAAF employees spent a weekend at Camp Edwards for a "Boot Camp." This event gave the WAAF employees a feel for what a new recruit goes through in basic training, including physical training, infantry tactics and weapons familiarization. The event generated over a hundred leads through the on-air efforts of WAAF.

RRC also participated in two paintball tournaments where recruiters and WAAF on-air personalities filled teams with 100 potential applicants for each tournament. The Massachusetts Army National Guard also provided signs, an information booth and military vehicles. The event was one of the highest payoff events of the year, leading to enlistments for several months afterwards.

The Recruiting Command's major events increased recruiting efforts and improved morale and retention. These partnerships went deeper than conducting traditional information displays: they were about relationship building between recruiters and community leaders. They provided the recruiters with a tool to reach potential enlistees, showed appreciation to unit family support groups and provided a much deserved incentive to our Soldiers.

In all, the Recruiting and Retention Command added approximately 900 Soldiers during fiscal year 2005. Though short of our goal, we believe the relationship-building efforts, combined with other initiatives like opening Career and Information Centers in high-traffic areas, will lay the groundwork for future success.

J-2: Intelligence and Security

The J-2 continued to evolve in 2005. Col. Scott "Catfish" Rice has formed a team of intelligence and physical security specialists second to none.

The J-2 staff now consists of five officers, two warrant officers and four senior noncommissioned officers, both Army and Air Force. The J-2 now has full-time staffing to support information gathering to provide unmatched situational awareness of world and regional hot spots for the Massachusetts National Guard's command group.

J-2 staff provide regular classified and unclassified briefings to the The Adjutant General and his Army and Air Guard senior staff. Massachusetts has taken a lead role in the development of robust J-2 capabilities that are a model for other states.

The Massachusetts National Guard J-2 staff is a regular contributor to National Guard Bureau J-2 conferences. The staff recently attended the National Guard Bureau sponsored joint staff training to ensure that the J-2 team is in-synch with current joint doctrine.

A major contribution of the J-2 staff is the development and execution of the state Physical Security Inspection Program. Physical security team members Master Sgt. William Sullivan, Master Sgt. Joseph Fiore, Master Sgt. Joseph Chadajo and Sgt. 1st

Class Alfeo DeMatteis conducted a record number of armory and unit inspections in 2005.

Recent briefings to The Adjutant General have reinforced the critical importance of the inspection program to both operational security and force protection. As a result, The Adjutant General recently directed the formation of the Joint Force Headquarters Security Committee to act on the recommendations of the physical security team. Col. Joseph Carter, an assistant adjutant general, has been tasked to head this committee.

The J-2 has taken a proactive position on supporting the Army transformation process as it relates to the Massachusetts National Guard. J-2 and 26th Brigade Combat Team intelligence staff made significant progress in this area during 2005 by working closely to identify critical areas in the transformation of 26th BCT intelligence staff and in the creation of a new military intelligence company to support the BCT.

The Massachusetts National Guard J-2 is a model of true joint staff capability. The section has successfully integrated Army and Air Guard intelligence personnel and has become a highly functional team over the last year. The J-2 staff looks to continue this successful integration in 2006.

J-3: Operations and Training

The Massachusetts Army National Guard Operations and Training Directorate is headed by Col. Ray Murphy who succeeded Col. Tom Sellars in March 2005, to serve as a Joint Forces Command analysis team chief in Baghdad, Iraq. The J-3 advises The Adjutant General and provides staff supervision in matters relating to the

organization, operations and training of Massachusetts Air and Army National Guard units.

With the establishment of the Modularity Coordination Cell this fiscal year, the J-3 took the lead in a dramatic restructuring of the Massachusetts Army National Guard forces as part of an Army-wide transformation. This is an on-going effort and is the most significant shift of units since the inactivation of the 26th Division in 1994.

Operation Snowball One and Operation Wild Winds were intensive statewide emergency readiness exercises conducted from the Joint Operations Center at the headquarters in Milford. The exercises tested the capabilities of the new joint operations staff.

The J-3 continued to support the Global War on Terrorism by directing the mobilization of over 700 soldiers in 16 separate Army National Guard units and detachments to augment more than 600 other Massachusetts Army National Guard members already deployed around the world.

The J-3 concluded the fiscal year by playing a significant role in the state's efforts at relief for Hurricane Katrina victims by implementing Operation Helping Hands at Camp Edwards on Cape Cod and



Photo by Sgt. June Norton, Massachusetts National Guard Public Affairs

overseeing the deployment of Task Force Yankee to Louisiana and Mississippi.

Training Division

During the fiscal year 50 different Massachusetts Army National Guard elements conducted their annual two-week training cycle. Of these, 11 units trained in Massachusetts; 10 trained solely at Camp Edwards on Cape Cod and one trained at Devens Reserve Forces Training Area.

The remaining 39 units trained in eight different states; one in California, 26 in Virginia, six in New York, one in Vermont, one in Arizona, two in Iowa, one in Georgia and one in Connecticut.

In all, 731 Soldiers completed a two-week annual training cycle in Massachusetts and 1,320 trained in other states. Thirteen units did not conduct annual training as they were deployed overseas in support of Operation Enduring Freedom or Operation Iraqi Freedom.

The total number of Massachusetts Army National Guard Soldiers trained during annual training for fiscal year 2005 was 2,051 out of approximately 5,552.

Thirty units conducted year-round annual training, consisting of 998 Soldiers. One thousand four hundred and forty-five Soldiers attended a military school in lieu of annual training.

The total number of Soldiers that conducted at least two weeks of active duty during the fiscal year for annual training or in lieu of annual training was 4,494, or 80.9 percent of those assigned.

Soldiers of the Massachusetts Army National Guard expended \$2.7 million in ammunition during the fiscal year on live-fire training events, an increase of \$600,000 from fiscal year 2004.

Mobilization and Readiness Division

The mission of the Mobilization and Readiness Division is to provide technical, logistical and administrative guidance and assistance to units who are alerted to mobilize for federal missions, conduct mobilization exercises and advise units regarding mobilization preparedness. The Division also develops plans for and advises changes in force structure, force readiness, force integration and future force development.

During fiscal year 2005, the Mobilization and Readiness Division operated at maximum capacity; meeting the multiple obligations imposed by wartime conditions.

The Massachusetts National Guard continued to mobilize a significant number of Soldiers and Airmen in support of the Global War on Terrorism, in addition to augmenting the large number of Massachusetts National Guard units already deployed.

Units remaining deployed in support of Operation Iraqi Freedom during the fiscal year included Headquarters Battery 42nd Division Artillery, the 42nd Military Police Company, elements of E Battery 101st Field Artillery, the 272nd Chemical Company, the 704th Quartermaster Detachment and elements of the 212th Engineering

Installation Services Squadron, which deployed multiple detachments around the world. Several units were called to active duty and deployed to Iraq and Kuwait during the fiscal year to include:

- Elements of the 1st Battalion, 102nd Field Artillery (serving as a security force and a Rear Area Operations Center)
- 747th Finance Detachment
- 26th Personnel Services Detachment
- Detachment 2, Company C, 1st Battalion 182nd Infantry (serving as infantry augmentees)
- Detachment 3, Headquarters Battery, 1st Battalion, 101st Field Artillery (a fire support element)
- Detachment 4, E Company, 223rd Military Intelligence Company
- B Company, 181st Engineer Battalion (serving as a security force)
- Elements of 3rd Battalion, 126th Aviation to include Headquarters Company; A Company; Detachment 1, C Company (Air Ambulance); D Company; and Detachment 1, E Company
- Detachment 7, C Company, 1st Battalion, 20th Special Forces Group

In addition to these missions, many individual volunteers and several other Massachusetts National Guard units remained on duty around the world or were mobilized and deployed in support of the Global War on Terrorism, including:

- C Company, 1st Battalion, 182nd Infantry (serving in the Sinai as part of the Multi-National Force and Observers)
- Joint Force Headquarters, Forward 16 (nine officers from across the state deployed to train the Afghan National Army)
- 101st Finance Detachment (deployed to Afghanistan)
- 685th Finance Detachment (deployed to Kosovo)
- Detachment 4, Headquarters Company, 1st Battalion, 104th Infantry (seven noncommissioned officers deployed to serve as embedded trainers for the Afghan National Army)
- Elements of 1st Battalion, 101st Field Artillery (supporting training missions at Fort Sill, Okla.)
- Massachusetts Community Based Health Care Organization (provides medical support to demobilizing Soldiers from throughout New England)
- Members of the 104th Fighter Wing (on duty at Barnes Air National Guard Base)
- Members of the 102nd Fighter Wing (on duty at the Otis Air National Guard Base)

Information Operations Field Support Team

The Information Operations (IO) Field Support Team provides the Land Component Commander with regionally focused, culturally aware IO planning, preparation, execution and assessment support to synchronize, coordinate and de-conflict Information Operations into the overall operation in order to shape the information environment of the battlespace.

During fiscal year 2005 the Information Operations Field Support Team priority was reconstituting and recruiting due to personnel shortages and turnover.

The team focused on recruiting new members and conducting initial training of those members. Advanced training is expected to take place for new personnel during the spring and summer of 2006. As a result the team is currently staffed at 60 percent.

Counterdrug Support Operations Program

The Massachusetts National Guard Counterdrug Support Operations Program (CSO) is a joint program of the Massachusetts National Guard. The program's mission is to conduct a broad range of counter drug support operations throughout the Commonwealth of Massachusetts.

The CSO comprises four functional areas: Drug Demand Reduction, Ground Operations and Intelligence Analysis, Counterdrug Aviation, and the counterdrug staff.

The Drug Demand Reduction team focuses on anti-drug educational and leadership programs in support of community-based organizations, educational institutions and youth groups.

The Counterdrug Ground Operations and Intelligence Analysis and the Counterdrug Aviation sections conduct operations in support of law enforcement.

The counterdrug staff is organized to plan and coordinate operations. The counterdrug coordinator, who reports to the J-3, is responsible for the whole program.

During fiscal year 2005, CSO conducted 120 missions and flew 560 hours. The support provided by the members of the program was instrumental in the seizure of more than \$100 million in illegal materials as well as the education and mentoring of tens of thousands of youth within the commonwealth.

Missions ranged from anti-drug education, leadership skills training, and anti-drug coalition building to complex, joint counterdrug missions - including intelligence analysis - conducted in support of law enforcement agencies.

Army Aviation and Safety

The Aviation and Safety Section is located at the Massachusetts National Guard Headquarters in Milford. It's lead by Lt. Col. Paul G. Thibodeau, the State Army Aviation Officer (SAAO).

The section's mission is to provide The Adjutant General with overall supervision and responsibility for the Massachusetts Army Aviation and Safety Programs.

The SAAO oversees the State Safety Office, Army Aviation Support Facility 1, Army Aviation Support Facility 2 and Detachment 12 Operational Support Airlift Command (OSACOM). He also provides indirect supervision to the Massachusetts Reconnaissance and Interdiction Detachment and all other Massachusetts National Guard Army aviation units.

The Section is authorized 89 full-time employees, with 53 technician and Active Guard Reserve Soldiers currently on hand. It has no assigned aircraft or other major equipment.

State Safety Office

The State Safety Office is subordinate to the SAAO. The office is headed by Maj. Joseph P. Finnegan. It establishes and maintains a



Photo by Tech. Sgt. Sandra Niedzwiecki, 102nd Fighter Wing

climate that ensures a safe training and work environment for all Massachusetts Army National Guard military and civilian employees.

The safety team includes three safety specialists, an occupational health nurse and two safety noncommissioned officers. The office assists units in educating personnel in all aspects of the Army Safety Program, conducts Occupational Safety and Health Administration (OSHA) safety inspections of all Massachusetts Army National Guard facilities, and acts as program manager for the safety and occupational health budget.

The State Safety Office also investigates and reports on Massachusetts Army National Guard ground accidents, reviews and identifies accident trends and makes recommendations for accident prevention and countermeasures.

Significant events for the State Safety Office during fiscal year 2005 included:

- Completed OSHA inspections of 65 of 67 facilities
- Reviewed and approved 3 firing range waivers for Camp Edwards
- Completed pre-placement physicals for 51 new hires
- Provided forklift safety training for 13 technicians
- Provided respirator fit testing at the Unit Training Equipment Site on Camp Edwards and the Army Aviation Support Facilities
- Provided risk management training at the pre-command course
- Implemented seatbelt and speed-reduction programs at Camp Edwards
- Provided CPR training certification for more than 100 personnel
- Improved the hearing conservation program to meet DOD standards
- Provided the medical surveillance physicals to 217 technicians

Army Aviation Support Facilities

Army Aviation Support Facilities (AASF) 1 and 2, located at Otis Air National Guard Base and Barnes Air National Guard Base respectively, provide maintenance support for Army National Guard aircraft.

The AASFs provide training and standardization for aviators, crewmembers, mechanics and ground support personnel. They provide aviation support to the commonwealth during domestic emergencies such as floods, fires, severe storms and at other times as directed by The Adjutant General.

Each AASF is unique in its manning and equipment based on the units, number of personnel, flight hours and aircraft supported. AASF 1 supports Headquarters Company 3-126th General Support Aviation Battalion (GSAB), A Company 3-126th GSAB, C

Company 3-126th GSAB, E Company 3-126 GSAB, E Company 126th Aviation (air traffic control) and Detachment 12 OSACOM.

AASF 1 is commanded by Maj. Richard M. Clark and is authorized a total of 45 full-time technician and Active Guard Reserve employees. The facility has no organic aircraft, but supports eight UH-60 Black Hawk helicopters belonging to A Company 3-126th and a C-26 Metroliner assigned to Detachment 12 OSACOM.

Significant events for AASF 1 during the fiscal year include:

- A Company 3-126th received the remaining three assigned UH-60s
- Implementing the Enhanced Scheduled Maintenance Program
- Conducting the Aircraft Condition Evaluation inspection on seven UH-60s in preparation for deployment
- Supporting the Air Assault School on Camp Edwards in June 2005
- Supporting Hurricane Katrina relief efforts from August to September 2005, acting as the inprocessing center for evacuees at Camp Edwards
- Executing 105 percent of the UH-1 and 99 percent of the UH-60 flying-hour program

- Providing personnel to support the Homes for Our Troops construction for Sgt. Peter Damon in Middleboro
- Supporting A Company 3-26th GSAB's night vision goggle training program in support of the unit's deployment

AASF 2 is located at Barnes Municipal Airport in Westfield and is commanded by Maj. Joel Finnell. It supports Headquarters 226th Division Aviation Support Battalion (DASB), Detachment 1, C Company 3-126th GSAB (Air Ambulance), and the Reconnaissance and Aerial Interdiction Detachment (RAID).

AASF 2 employs three Active Guard Reserve personnel, 33

technicians and four Active Duty for Special Work Soldiers. AASF 2 is collocated with the 226th DASB and is authorized six UH-60 and three OH-58 RAID helicopters, all of which were on hand until Sept. 9, 2005, when three of the UH-60's deployed to Iraq. At the end of fiscal year 2005 the facility had one UH-60 and three OH-58 RAID helicopters on hand, one UH-60 on loan to AASF 1 and one UH-60 transferred to the Florida National Guard.

Significant events for AASF 2 during the fiscal year include:

- Transitioning to the UH-60
- Supporting 676 UH-60 flight hours and 551 OH-58 flight hours
- Delivering UH-1H helicopters to Texas for post-military disposition
- Supporting the Presidential Inauguration in Washington, D.C.
- Supporting the Air Assault Course on Camp Edwards
- Supporting Katrina relief operations



Photo by Master Sgt. Pallas deBettencourt, Massachusetts National Guard Public Affairs

- Supporting Operation Winter Freeze in Vermont
- Participating in the bi-annual Westfield-Barnes Air Show, providing both aerial transport of Thunderbirds personnel and a static display
- Performing flyover support for the Combat Lifesaver Course, the Vietnam Moving Wall Flyover, and the Westfield and Barre bridge dedications
- Mobilizing 13 AASF 2 technicians and four Active Guard Reserve Soldiers for deployment in August and September 2005

Massachusetts Reconnaissance and Interdiction Detachment

The Reconnaissance and Interdiction Detachment (RAID) is a non-deployable organization with as many as five Soldiers performing full-time National Guard duty supporting counterdrug operations. Its mission is performing Counter Drug Reconnaissance and Surveillance in direct support of law enforcement agencies.

The RAID reports to the CSO. The detachment has a secondary mission of search and rescue. The unit is equipped with three OH-58A helicopters with specialized mission equipment. The unit is a regional asset actively providing support to Massachusetts, Connecticut, Rhode Island, New Hampshire and New York.

The RAID will be reorganized in the first quarter of 2006 to a deployable unit; Detachment 1, C Company, 1-224th Security and Support Battalion.

The new unit will have a primary aviation security mission for federal and state support while continuing to provide counterdrug law enforcement support for the CSO.

Detachment 12 OSACOM

Detachment 12 OSACOM is an active duty Massachusetts Army National Guard unit whose higher headquarters is located at Fort Belvoir, Va. The detachment is collocated with AASF 1.

Detachment 12 is commanded by Chief Warrant Officer Daniel T. Sullivan and has a total of five warrant officer aviators and one enlisted Soldier. It has a wartime mission of providing fixed-wing transportation of personnel and cargo throughout the world.

In peacetime, the unit principally operates in the continental United States (CONUS) with a priority of training its aviators.

The unit is a cost-savings tool, providing military airlift to DOD personnel and cargo. It is equipped with a single C-26, 14-passenger airplane.

Significant events for Detachment 12 during the fiscal year include:

- Flying a total of 83 CONUS missions for Joint Operational Support Airlift Command (JOSAC), seven overseas missions for Operational Support Airlift Command to Central America and the Caribbean, and 32 training missions
- Logging a total of 753 flight hours
- Transporting members of Congress, congressional staff, senior Department of Defense personnel, as well as flag officers from all branches of the uniformed services
- Saving the U.S. government \$107,873 for missions flown by the unit versus the purchase of commercial airline travel
- Earning the JOSAC unit of the year award for 2004 (the award was announced after the end of fiscal year 2004)

J-4: Logistics

The J-4 provides timely, effective and reliable logistics and maintenance support and services to Massachusetts National Guard units.

The mobilization of units for deployment continued as the primary focus of the logistics staff during fiscal year 2005.

Weaved into the mobilization process was an emphasis on property accountability to prepare for the transformation of Massachusetts Army National Guard units and equip for future deployments. This strategy allowed for full implementation and decentralization of funds to the unit level through the Integrated Material Applications Program to allow direct purchase of stock funded items to fill needed shortages.

The J-4 continued to focus on improving systemic logistical readiness trends with emphasis on and re-inspections of Organizational Inspection Program faults. The staff also provided additional human resources to the property book officer accountability process.

Timely and organized logistical support to Hurricane Katrina relief efforts capped off a high operations tempo year.

The major effort of the fiscal year for the maintenance community was the repair and return of demobilizing units' equipment.

In November 2004, new construction began on Field Maintenance Shop (FMS) 7 in Framingham. The expected completion is March 2006. Transformation of the Army National Guard and a resulting loss of equipment density is requiring us to restructure the Maintenance Support Plan, which defines how and where the organization maintains Army National Guard equipment.

The maintenance community continues to implement the "Two Level Maintenance Concept," which looks to decrease the logistical footprint of the force while streamlining maintenance functions from four to two versatile levels of maintenance. Consolidation of facilities is also part of this effort.

In fiscal year 2005, the Transportation Section of the J-4 assisted the 3rd Battalion 126th Aviation and 181st Engineer Battalion in deploying for Operation Iraqi Freedom (OIF).

Units from the 42nd Division Artillery, 26th Personnel Services Detachment and 704th Quartermaster Detachment returned from a year of duty in Iraq supporting OIF. The return of these units was significant from a logistics point of view because the equipment reconstitution process for these units is still ongoing and is scheduled to be completed within the 360-day Army standard for National Guard units.

Recognizing the certainty of continued deployments, the Defense Movement Coordination section planned and conducted a series of workshops for Unit Movement Officers (UMOs). These workshops used the lessons learned from recently deployed units to train UMOs in the myriad of duties they will face when their unit is ordered to deploy.

J-4 personnel assisted mobilized units with their transition from traditional National Guard duty to active duty upon their reporting to the assigned mobilization station.

Multiple trips were made by the J-4 staff throughout the year to Fort Dix, N.J., and Fort Drum, N.Y., to assist units as they made their final logistics preparations for deployment.

The J-4 converted all Standard Army Management Information Systems (STAMIS) assigned to Massachusetts to Windows 2000 or higher operating systems during the year, fulfilling the Department of the Army requirement that all network computer systems be active directory compliant.

An authorized exception to the operating system upgrade is the Unit Level Logistics System S4, which will remain a Microsoft Disk Operating System based application until it is phased out and replaced by the Property Book Unit Supply - Enhanced (PBUSE).

Logistics received authorization from the J-6 for a STAMIS Organizational Unit (OU) on the Reserve Component Automation System and the directorate currently has 45 PBUSE computers residing in this OU. Maintaining an OU allows personnel to remotely administer computer systems and provide faster customer service.

The Massachusetts Army National Guard's completed State Automated Food Service Accounting program is being adopted by NGB for use throughout the country.



Photo by Pfc. James Deady, Massachusetts National Guard Public Affairs

The J-4 continues working with State Quartermaster to improve armory kitchens. A new kitchen in the Dorchester Armory is now being built and should be completed by February 2006.

J-5/7: Military Support, Plans and Policy

The J-5/7 is charged with providing military support to civil agencies, managing the State Partnership Program and coordinating the creation of long-term strategic plans.

Director of Military Support

The Director of Military Support (DOMS) Office is responsible for planning and coordinating military support to civil authorities for domestic emergencies and community involvement.

The office coordinates with federal, state and local government agencies, law enforcement agencies and various other civil groups and organizations.

During fiscal year 2005, Soldiers and Airmen in the National Guard supported approximately 314 community events, providing color guards, flyovers, military bands, vehicle and equipment displays; and participating in deployment ceremonies, tow, celebrations, youth organization events, veterans group activities, sporting events, charity sponsored activities and others events. National Guard members participating in these events are often from within

the community requesting the support, honoring the 369-year-old tradition of the Citizen-Soldier.

To fulfill the Guard's mission of public protection, the DOMS office works with local law enforcement agencies at special events that attract masses of people, like the Boston Marathon and the Esplanade Fourth of July Celebration.

During the fiscal year the tragic events associated with Hurricane Katrina required the deployment of 500 Soldiers to provide military support to the state of Louisiana from Sept. 3 to 22. The team was called Task Force Yankee.

The evacuation of citizens from Louisiana also led to Operation Helping Hands at Camp Edwards, where an additional 123 Soldiers were put on state active duty to ensure civilians relocating from Louisiana to Massachusetts were processed into military housing in a timely and proficient manner. Both missions were successful. In total, 1,425 Soldiers served on State Active Duty during the fiscal year.

The 1st Civil Support Team (CST) is a highly specialized unit made up of 22 full-time AGR personnel, the only full-time operational unit in the Massachusetts National Guard.

The CST's mission is to deploy at the request of civil authorities to an incident to: **assess** a known or suspected nuclear, biological, chemical or radiological event using agent identification, plume modeling, and reach-back to expert agencies; **advise** the incident commander on the appropriate actions to take regarding medical treatment of casualties and mitigation of the hazard; and **facilitate** the incident commander's request for additional state and federal assets to help save lives, prevent human suffering and mitigate property damage.

Training on chemical, biological, radiological, nuclear and high-explosive devices is usually conducted with outside agencies ranging from local to major metropolitan fire departments, such as Boston, Worcester and Manchester; the Massachusetts District Hazardous Materials Teams; and the Southeast New Hampshire Hazardous Materials Mutual Aid District.

The CST conducts regular joint civil-military training with several federal agencies, including the ATF, FBI, DEA, EPA and the Defense Threat Reduction Agency (DTRA).

The 1st CST has well-established relationships with area local emergency planning committees, the Massachusetts State Police, Massachusetts Department of Environmental Protection and the Departments of Public Health and Emergency Management Agencies for all six New England States.

The Civil-Military Innovative Readiness Training (CMIRT) program builds upon the National Guard's traditional role as a community-based organization, assisting local communities in addressing civic needs by providing support and services to eligible organizations; primarily in the areas of general engineering, healthcare services and transportation.

While some CMIRT projects are continuing, many requests have been put on hold following the events of Sept. 11, 2001, due to the commitment of our Soldiers and Airmen to ensuring public

safety by participating in real world operations relating to homeland defense.

State Partnership Program

The National Guard State Partnership Program was established in 1993 in response to a radically different political-military situation following the collapse of communism and the disintegration of the Soviet Union.

The objectives of the program are to: **foster** open market economies and help develop stability; **project** and represent the United States' humanitarian values; **assist** with the development of democratic institutions; and **demonstrate** military support to civilian authorities.

The partnership between Massachusetts and Paraguay was established in 2000. The Massachusetts National Guard's visits to Paraguay this year included maintenance seminars and assessments of vehicles and aircraft, civil disturbance and civilian control instruction, and medical assessments to burn victims from a 2004 fire.

During the fiscal year there was also a conference conducted with Massachusetts State Senator and Guard member Maj. Scott Brown in June. The purpose of his visit was to promote positive civil-military relations and provide a forum for discussions on national defense and military institutions in a democracy.

All missions conducted this year helped in the development of the ongoing relationship between the Paraguayan Government and the Commonwealth of Massachusetts.

Strategic Plans and Policy

Strategic Plans and Policy continued to implement the transition to a combined Massachusetts Air and Army National Guard Joint Force Headquarters during fiscal year 2005.

Efforts to implement the transition during the year included establishing a joint mission-essential task list for the headquarters, implementing a joint training plan and providing joint operations training for key personnel.



Photo by Sgt. June Norton, Massachusetts National Guard Public Affairs

J-6: Command and Control Communications

The Command and Control Communications Systems office is responsible for the planning, implementing and administration of all non-tactical information management and non-tactical voice communications systems within the Massachusetts Army National Guard.

The Directorate includes Information Technology Operations, Customer Service, Networking, Telecommunications, Administrative Services and Distance Learning. All departments are located at the Joint Force Headquarters in Milford, Mass.

Admin Services

The Adjutant General of Massachusetts (TAGMA) pamphlets and circulars continue to grow on MassWeb. The publications will move to the new portal in FY2006 and will be more accessible to personnel.

All personnel action orders received in Administrative Services that are produced through Officer Branch, AGR Branch and Enlisted Personnel Branch are now distributed to subordinate major Commands using E-copy capabilities. Information Services added nine additional E-copy scanners last year. The E-copy scanner option gives the Soldier the ability to scan a document and e-mail it directly from the copy station, improving distribution capabilities and decreasing the time it takes to disseminate information.

Reproduction requests were met with 100 percent efficiency during the year. Approximately 95 percent of all requests were turned around the same day while the remaining five percent were scheduled and delivered on time. Units with large copy requests have been encouraged to send them to the Joint Force Headquarters. This reduces wear and tear on local copy machines at the unit level, and in many cases can increase turnaround time due to the Administrative Services' copy machine's high-speed capabilities.

Distance Learning

This year the Distance Learning program worked on establishing a working connection with Blackpool, England, in support of the International Education Project. Contact was established with the

new City Learning Manager in Blackpool as well as the Milford High School. Both schools are extremely excited about the project and are currently working on curricula for the project.

The Distance Learning office came back under the control of the J-6 during the fiscal year, which will help the technical side of the program. The office still maintains a close relationship with the J-3 (training) side of the Guard as it remains a key part of the program.

The Distance Learning office also continued supporting family video teleconferencing during the year, so Guard members overseas will know that there are people at home who care about them. Distance Learning is committed to both maintaining morale and keeping our members trained.

Some Distance Learning classrooms were upgraded during fiscal year 2005, and more conversions are expected over the next fiscal year. Keeping up with changing technology is the purpose of the upgrades. New technology will help the office train Soldiers and Airmen more effectively.

Telecommunications

The year began with the first Voice Over Internet Protocol (VOIP) gateway installed at the Springfield armory.

The VOIP system supplements existing commercial phone services and results in a cost

effective way of providing additional command and control communications to the site from the Joint Force Headquarters.

VOIP will be fielded to eight battalions, nine field maintenance shops and the Headquarters Camp Edwards Emergency Operations Center (EOC) in fiscal year 2006.

Keeping in line with mass notification and emergency/safety standards, new public address systems were installed at Army Aviation Support Facility 1 and Camp Curtis Guild.

Network design and implementation of an Emergency 911 calling system was also completed during the year, allowing any extension on the Joint Force Headquarters telephone system to call local fire or police for emergency assistance.

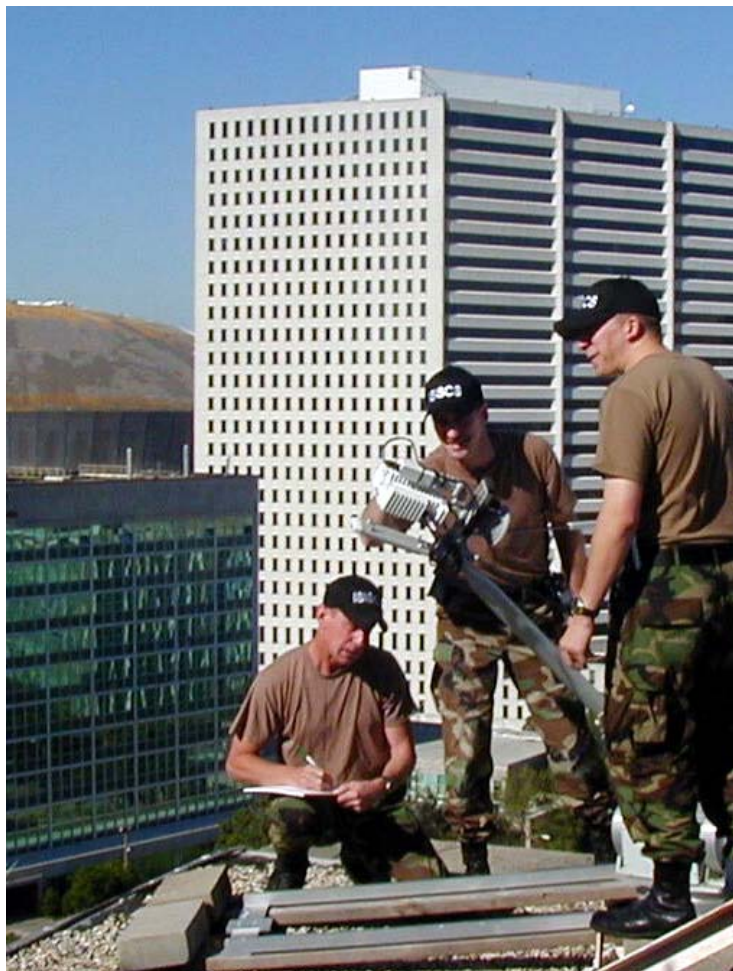


Photo by Maj. Sean McNally, Massachusetts National Guard J-6

A significant joint Army and Air Force project to upgrade the underground cable plant at Camp Edwards is currently underway. Upon completion of the project, it will provide communications services to the future explosive ordnance disposal building and Otis Air National Guard Base fire station.

The Telecommunication Branch was called into action to provide interagency coordination, planning and implementation of communications services at Camp Edwards during Operation Helping Hands. This mission materialized as a joint effort with the Massachusetts Air National Guard's 102nd Communications Flight and the 212th Engineering and Installation Squadron.

Telecommunications also provided guidance and installation services for the 101st Quartermaster Battalion simulation exercise at Camp Edwards and continues to be tasked with providing guidance and planning for the upcoming 211th Military Police Battalion and 26th Brigade warfighter exercises scheduled for fiscal year 2006.

The branch continues to work on various other projects including the Worcester Distance Learning classroom and Rehoboth voice/data infrastructure upgrades that will reduce the cost of projects when compared to using contracted installation.

Visual Information

The Visual Information Department (VI) was responsible for the installation of two fully functional multimedia rooms during fiscal year 2005. The 26th Infantry Brigade, located at Devens Reserve Training Area, and the J-6 conference room at the Joint Force Headquarters in Milford, both got a face lift.

The enhanced rooms will continue to serve a multi-faceted role, functioning as conference rooms, command briefing rooms and teaching environments.

The VI department is also responsible for the Massachusetts National Guard public Web site on the Internet and MassWeb, the internal site on our intranet.

The groundwork has been laid by the Wide-area Networking and Automation department for a new portal site that will replace the current MassWeb intranet site. The new portal will allow Soldiers to access important information from their homes or anywhere on

the Internet. Previously, a user had to be physically located within an armory to access the internal MassWeb site.

A handful of users have already created new sites on the new portal. Work will continue with full deployment of the portal scheduled for March 2006.

The Joint Force Headquarters front lobby presentation was upgraded with a new MPEG-2 player, replacing a notebook computer that had previously been running a PowerPoint presentation. The constant unreliability and slow performance has been replaced by a solid stable platform. The MPEG-2 player also has the ability to display urgent messages that scroll across the screen instantly. The player is controlled from a workstation on the network.

Wide-area Network and Automation

During fiscal year 2005 the Interim Satellite Incident Site Communications Set (ISISCS) was created, the necessary Soldiers to operate it were trained and the system was rolled out.

Massachusetts has one of only 12 ISISCS kits fielded nationwide. ISISCS provides on site and mobile communications capabilities to include satellite Internet service, dial tone for phone service via satellite and radio communication for homeland defense and other domestic emergencies.

Locally the ISISCS system and crew went to Westover Air Reserve Base for the 2005 U.S.

Air Force air show to provide ground to air radio communications. ISISCS was also a key part of Hurricane Katrina relief operations.

Redesign on network infrastructure for the Massachusetts National Guard continued during the year. More new equipment is scheduled to be installed in the first quarter of fiscal year 2006.

New equipment will provide increased speed and greater reliability to all National Guard armories. During fiscal year 2005 alone, one-third of the armories in the state were upgraded from a 384-kilobyte-per-second line to a T-1 line.

A new Web portal was created utilizing Microsoft Sharepoint software. The new portal will replace MassWeb, our intranet meeting place for information distribution and sharing. The portal will allow users to access information from anywhere on the Internet.



Photo by Staff Sgt. Jeffrey Maffett, Missouri National Guard

J-8: Resource Management and the USPFO

J-8 Resource Management and the United States Property and Fiscal Officer

The J-8 has overall responsibility for resource management in support of the Massachusetts National Guard and The Adjutant General of Massachusetts.

Most Air National Guard finances are handled at the wing level, though they are tracked by the J-8. Army National Guard property and funds are managed at the Joint Force Headquarters under the authority of the United States Property and Fiscal Officer (USPFO).

Fiscal year 2005 featured continued support for the Global War on Terrorism and support to Hurricane Katrina relief efforts. The Massachusetts National Guard mobilized nearly 1,000 Soldiers and Airmen for overseas duty in support of Operation Enduring Freedom, Operation Iraqi Freedom and other missions.

Approximately 500 Soldiers and Airmen deployed to the Gulf Coast region to support relief efforts there. More than 1,300 Soldiers and Airmen remained on federal active duty at the end of the fiscal year,

continuing a tradition dating back to the creation of the Massachusetts Bay Colonial Militia in 1636.

At home, the Massachusetts National Guard supported civilian agencies throughout the state, supplementing security at the Plymouth Nuclear Plant and protecting public safety at events including the Boston Marathon and the 4th of July celebration at Boston's Esplanade. Nearly 320 Soldiers mobilized to assist with recovery and snow removal efforts and the transportation of emergency personnel during a blizzard in January.

During fiscal year 2005, the Massachusetts Army National Guard managed a total of \$136 million in budgetary resources, including \$43 million in National Guard Personnel, Army (NGPA) and \$65 million in Operations and Maintenance, Army National Guard (OMNG). NGPA funding continued to be adequate to support the Global War on Terrorism recruiting effort.

The OMNG appropriation was not adequate to support recruiting, retention and sustainment, restoration and modernization funding. The Program Budget Advisory Committee acted early in the fiscal



Photo by Pfc. James Deady, Massachusetts National Guard Public Affairs

year so funds could be reprogrammed and executed to meet senior leader imperatives.

At the wing level, the Massachusetts Air National Guard managed a total of \$161 million in budgetary resources.

The USPFO is an active duty officer assigned to the National Guard Bureau who performs duty at the Massachusetts Joint Force Headquarters. The USPFO is the primary focal point for federal funds and property allotted to the Massachusetts Army National Guard.

Five subordinate sections report to the USPFO: the Comptroller Division, Purchasing and Contracting, Supply and Services, Data Processing Installation and Internal Review.

The Comptroller Division

The Comptroller Division is responsible for the financial planning, obligation, accounting, reporting and administrative control of federally appropriated funds allocated to the state for National Guard use by the National Guard Bureau and other government agencies.

During fiscal year 2005, the division executed a total of \$114 million including more than \$38 million in pay and allowances to Guard members. The civilian employee payroll totaled \$26 million. An additional \$42 million was spent on goods and services for the Massachusetts National Guard. More than \$8 million in military construction funds were received to complete and start projects at Camp Edwards and in Framingham.

The Comptroller Division continued its support of units mobilizing for the Global War on Terrorism. This was done by briefing financial readiness for both soldiers and their families.

The USPFO Military Pay Section conducted and participated in the mobilization and demobilization of more than 3,400 Soldiers since Sept 11, 2001. All Soldiers were given a thorough review of their finance records and briefed on all the aspects of pay and allowance entitlements authorized when mobilized or deployed at home or abroad.

Purchasing and Contracting

The Purchasing and Contracting Division's mission is to provide simplified purchasing and formal contracting support for all elements to more than 200 Army and Air National Guard activities. This is accomplished through the local acquisition of materials, equipment and services not readily available through the established government supply system.

During fiscal year 2005, the division had 662 contract awards and small purchase transactions. The total amount awarded was \$16,950,906.

Purchasing and Contracting also supervised and managed the Government Procurement Card program for Army Guard units. This program accounted for another 5,830 transactions and \$11,822,312 awarded.

Major contracts awarded for fiscal year 2005 included \$1.9 million for air quality improvements to Building #158 at Otis Air National

Guard Base and \$413,600 for the Janus simulation center parking lot improvements at Camp Edwards. The division also awarded 89 contracts to very small/disadvantaged, service disabled veteran owned and woman owned businesses totaling \$3,109,867.

Once again, the division achieved a 100 percent competition rate for funds available for competition award for fiscal year 2005. Significant training events during the year included the source selection workshops held in Niagara Falls and Las Vegas and the Government Service Agency Smartpay conference held in Boston.

Supply and Services

Supply and Services provides supplies and services to the Massachusetts Army National Guard. This includes managing and maintaining the Army Retail Supply System and Standard Property Book System databases.

The office also provides responsive passenger and commercial transportation, travel and traffic management services for the USPFO, and the military and civilian workforce.

During fiscal year 2005, Supply and Services processed 11,252 transactions for supplies, equipment and major end items for a total dollar value of \$54,664,212. The office also supported four major unit deployments, a four-week annual training period at Fort Pickett, Va., and two supporting of hurricane relief efforts in Louisiana. Accomplishments during these operations included:

- Transporting 576 commercial loads costing a total of \$1,232,325. This total includes the \$408,000 and 251 loads associated with annual training at Fort Pickett.
- Transporting 24 commercial loads supporting Task Force Katrina, costing \$92,253. While these shipments straddled fiscal years 2005 and 2006, fiscal year 2005 funds paid for all but three of them.
- Transporting more than 525 Soldiers and moving them via military aircraft, commercial aircraft and railroad.

Data Processing Installation

Data Processing Installation maintains databases in support of federal requirements and provides database management and applications support for the USPFO. The section's operations included supporting military and civilian personnel, pay, operations and logistics systems.

Internal Review

Internal Review provides a full spectrum of professional and timely internal review services.

During fiscal year 2005, the Internal Review Division identified a total of \$762,000 worth of benefits that could be gained if their reports' recommendations are implemented.

The team was able to complete a total of 24 engagements during the year. Most of the engagements that were requested provided short lead times and addressed current concerns by the senior leadership.

A majority of the Internal Review assignments were sensitive in nature and required extreme measures to handle unique situations. Many of the assignments were also considered unusual and required the Internal Review Division to act and think out of the box.

Other Directorates

Chaplain



The eight chaplains, eight chaplain assistants and three chaplain candidates of the Massachusetts Air and Army National Guard provide ministry services for Soldiers, Airmen and their families.

These chaplains and assistants are present during mobilization briefings to provide coping with separation skills and assistance, and during reunion briefings to family readiness groups before units return home from deployments. Chaplains provide support to families of mobilized service men and women throughout the deployment cycle.

Chaplains assist in providing casualty notification. They minister to families of members who are killed or wounded in the line of duty. This year, chaplains provided three casualty notifications, including the first Massachusetts Guard Soldier who was killed in action.

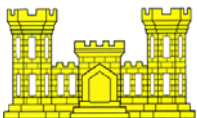
The state chaplain and a chaplain candidate provided classes to the National Family Support Program Convention in Boston. The state chaplain also delivered the invocation at the conference. Throughout the year, chaplains and chaplain candidates delivered invocations and benedictions for many Massachusetts National Guard units deploying to or returning from mobilizations.

Two chaplains (one Army and one Air Force) and one chaplain assistant mobilized with Task Force Yankee for Operation Katrina Relief in September. They provided religious, spiritual and pastoral care to the Massachusetts task force and other Guard and military personnel.

Fiscal year 2005 saw the promotion of one Army chaplain candidate to full chaplain and the accession of one new Army chaplain candidate.

Chaplains are always on call to provide spiritual support to any member of the National Guard and their families.

Construction and Facilities Management Office



The Construction and Facilities Management Office obligated \$9 million during fiscal year 2005 to maintenance, repair and minor construction projects.

The demolition and reconstruction of Field Maintenance Shop Seven, which was contracted for \$7.1 million, continued and is currently nearing completion. The new facility will be complete and ready for occupancy by early summer 2006, at which time there will be a ribbon cutting ceremony. The new fire station at Camp Edwards is also nearing completion.

In fiscal year 2005, construction of a new troop medical clinic at

Camp Edwards and improvements to Sierra East, Sierra West and Echo ranges began.

Project documents have been approved for a new 14-bay field maintenance shop at Camp Curtis Guild and an explosive ordnance demilitarization readiness center at Camp Edwards. The general bid dates are tentatively scheduled for April and March 2006, respectively.

Future military construction projects include \$25 million for the renovation of the Joint Force Headquarters in Milford and \$14.5 million for a new readiness center in Methuen, both of which are fiscal year 2008 projects, and \$8.4 million for a new readiness center at Barnes Air National Guard Base in Westfield in fiscal year 2009.

Additionally, \$22.3 million was approved for the construction of a new unit training equipment site in fiscal year 2010, and \$18.9 million was approved for phase I of the Regional Training Institute improvements for fiscal year 2011.

The Office of Environmental Affairs is part of the Construction and Facilities Management Office. Environmental Affairs' mission is to maintain properly trained, equipped and disciplined forces for domestic emergencies or war, while simultaneously demonstrating sound environmental stewardship.

Since 1636, the Massachusetts National Guard has been a community-based organization that has had to adapt and overcome the many changes it has encountered over the past 369 years. Because of this rich history, the Massachusetts National Guard embraced Executive Order 13148.

Massachusetts is the first state Army National Guard to implement an Environmental Management System (EMS) as required under the order. All federal agencies are currently in the process of complying with the requirements of Executive Order 13148, "Greening the Government."

The Department of the Army has determined that it will conform to the EMS standards established by the International Organization for Standardization, more commonly known as "ISO 14001." The Massachusetts Army National Guard looks at the EMS as a multi-disciplinary tool used to enhance the readiness of its soldiers through constant monitoring of environmental compliance and prevention of pollution in all cross-functional areas, while minimizing liability and maximizing efficiencies. EMS provides the organization with the ability to monitor all ongoing activities and with a framework for establishing and reviewing quality, safety and environmental objectives and targets, while always enhancing training and mission accomplishment.

The Massachusetts Army National Guard has met all six metrics that were developed by the Department of the Army and the National Guard Bureau in order to track the progress of each state's EMS implementation, as required under Executive Order 13148.

Massachusetts has implemented an EMS well ahead of schedule, due to the exceptional support this initiative has received from The

Adjutant General down through all levels of command to the individual Soldier. EMS is instrumental in meeting a primary objective of the Massachusetts Guard; enhancing military readiness while safeguarding the environment.

Inspector General



The Inspector General (IG) Office serves as an extension of the eyes and ears of The Adjutant General.

The four major functions of the IG are: Assistance, Inspections, Inquiries and Investigations, and Teaching and Training.

The Inspector General is an impartial fact-finder for The Adjutant General, providing a continuous assessment of the efficiency, discipline, morale, esprit de corps and readiness of units in the Massachusetts National Guard. Contacting the Massachusetts National Guard Inspector General Office is a right of all Airmen, Soldiers, civilians and other members of the Massachusetts Guard team.

The IG shop is a seven-person unit organized to maximize the high level of talent and experience of its team members. Directed by a colonel, the IG section is composed of an investigation team, an assistance team and an inspection team.

Fiscal year 2005 was a busy year for the IG Office. The section processed more than 218 requests for assistance from Massachusetts National Guard Soldiers and Airmen. These requests involved resolution of issues concerning promotions, pay, deployment problems, medical concerns, retirement points and domestic situations.

Inspectors from the United States Army Forces Command (FORSCOM) IG team visited Massachusetts in April 2005 to inspect the state's Intelligence Oversight (IO) Program. The FORSCOM inspectors deemed the IO program of the Massachusetts National Guard to be the "best program inspected, regardless of component."

The IG inspection team visited 14 units in Massachusetts during the year, examining Soldier readiness issues for The Adjutant General.

During fiscal year 2005, the IG investigation team conducted eight investigations and/or inquires of serious incidents at the direction of The Adjutant General.

The IG goals and objectives for 2006 include:

- Incorporation of Vision 500 into all aspects of the inspection program
- Increasing field contact by the Inspector General to all armories in the state
- Reducing case processing time by 25 percent for assistance cases
- Increasing involvement of the IG in teaching and training

As in the past, the Airmen and Soldiers will remain as the number one mission priority in all aspects IG performance during the coming year as the office seeks to uphold its motto, "Your IG - Our Guard - One Army!"

Selective Service



The mission of the Selective Service System is building public trust in registration and sustaining a registration base in peacetime.

To accomplish our mission the Selective Service System is ready to:

- Furnish personnel to the Department of Defense for military service in the event of a national emergency declared by Congress or the president.
- Provide a program of alternative service for those from the manpower pool who seek and are granted conscientious objector status.
- Maintain a program to conscript health care personnel when directed.

The Massachusetts Selective Service Detachment's mission is to recruit, initially train and annually conduct continuation training for civilian board members who, in the event of a draft, would handle and make a determination on any requests from individuals being drafted for reclassification (due to hardship, or other reasons) to avoid or delay induction into the military. The board members would evaluate a claim and make a determination to either reclassify or not reclassify an individual based on proof of the claim.

In the event of a draft, the officers in the section would be activated, establish area offices within the commonwealth, and start hiring and training civilians as their replacements, re-training the board members to ensure they know their duties and responsibilities, and initially getting inductees to the processing stations, hearing claims until the boards are functioning. The officers would also continue to recruit and train board members for those boards who are not at 100 percent manning.

Looking to the future, our goal this year is to maintain and improve our already impressive 97 percent board member status and training, which is among the highest in the Northeast.

Office of the Judge Advocate



The Massachusetts National Guard Judge Advocate General (JAG) structure consists of personnel (officer and enlisted) at the Joint Force Headquarters, Camp Edwards and the 26th Infantry Brigade.

In fiscal year 2005, as has been the case since Sept. 11, 2001, the JAG office was engaged in the mobilization and demobilization of units and individuals from Iraq, Afghanistan, the Sinai and the Balkans.

During the pre-mobilization phase, Soldiers were provided with wills and powers of attorney as needed, as well as assistance with landlord/tenant, financial and other matters that impact on their individual readiness to deploy. Working in conjunction with the Massachusetts National Guard Family Program Office, the Office of the Judge Advocate participated in briefing family members of deploying National Guard units.

Upon redeployment, JAG worked with various agencies to assist Soldiers, including the Veterans' Administration, Department of Labor and the Human Resources Division in civil service matters. Legal assistance to family members remained a high priority and family members were - and continue to be - assisted with a wide range of issues, both simple and complex.

Legal assistance is not limited to family of Guard members, and assistance has been provided to family members of active duty and other reserve component service members. In some cases legal assistance continues well after redeployment. Massachusetts Air National Guard JAG activity mirrors that of their Army counterparts in this arena.

The JAG office continues to provide guidance to employers, both public and private, relative to the Uniformed Services Employment and Re-employment Rights Act, and other military related issues that affect the employer.

The Judge Advocate office continued its extensive involvement with both federal and state authorities relative to Camp Edwards/Massachusetts Military Reservation during fiscal year 2005.

The JAG office provided technical assistance to the governor's office and the Legislature as they drafted an omnibus bill of benefits for Guard members and veterans, which became known as the "Welcome Home Bill."

In addition to providing technical assistance, the JAG personnel testified and provided information to the Joint Federal and Veterans' Committee of the Legislature as it dealt with issues involving the bill.

Massachusetts Air and Army National Guard JAGs staffed the Joint Operations Center during domestic emergency staff exercises, and during the snow emergency in January 2005. Working together, we are making a smooth transition to the joint force concept.

Following Hurricane Katrina, JAGs deployed to Louisiana to support Joint Task Force Yankee and to assist National Guard Bureau in the legal aspects of this domestic catastrophe. At home, the JAG office was heavily involved with support to our forces deployed to Louisiana and those supporting Operation Helping Hands, working with many agencies to ease the arrival of evacuees.

Ongoing activities include command guidance, legal support on personnel issues (both civilian and military), resolution of tort claims, congressional inquiries, review of legislation (both at the state and federal level) and continued litigation support to the U.S. Attorney and state Attorney General.

Public Affairs Office



The mission of the Joint Force Headquarters Public Affairs Office (PAO) is to provide timely and accurate information to the public and our members in order to enhance the positive image and visibility of the Massachusetts National Guard.

To that end, it is our goal to forge strong links between the Massachusetts National Guard, the media and the community.

The National Guard has always been a community-based organization. Our members are also your friends, neighbors, sons and daughters. Since its birth on December 13, 1636, the Massachusetts National Guard has defended the commonwealth from a wide variety of threats, including natural disasters, war and terrorism.

As much as the community needs us, however, we need our community. Without the community's support, the National Guard cannot exist. Employers must allow Soldiers and Airmen time to train. Families must support Guard members during long and difficult deployments. Most importantly, our members come from the community; without them, we can accomplish nothing.

The PAO provides direct public affairs support to Massachusetts Army and Air National Guard units without other full-time public affairs assets. The office provides general support to other public affairs operations in the Massachusetts National Guard, and advises The Adjutant General.

The PAO performs three major functions: command information, media facilitation and community relations. It accomplishes these by publishing articles internally and externally, responding to inquiries and communicating with community leaders.

During fiscal year 2005, the Massachusetts National Guard Public Affairs Office:

- Produced four "Minuteman" quarterly magazines
- Transitioned the "Minuteman" from a government-funded to a commercial-enterprise publication, saving the agency an estimated \$16,000 per year
- Supported the federal mobilization of 1,200 Soldiers and Airmen, including media briefings and farewell ceremonies
- Responded to more than 300 media queries, resulting in coverage that was roughly 60 percent positive, 10 percent negative and 30 percent neutral



Photo by Tom Caywood, Boston Herald

Historical Services Office

The Adjutant General, in his capacity of Commissioner of War Records, is statutorily responsible for the collection and preservation of records and artifacts dealing with the history of the Massachusetts National Guard. He is also charged with maintaining the military service records of Massachusetts residents.

The Historical Services Office consists of the Massachusetts National Guard Military Museum and Archives in Worcester and the Military Records Branch in Milford.

Massachusetts National Guard Military Museum

The Museum collects, preserves and displays the material culture, history and archives of the Massachusetts National Guard. The Massachusetts National Guard dates back to 1636 when three permanent militia regiments were organized.

During fiscal year 2005, the Museum began collecting materials, documents and unit history reports dealing with the service and operations of Massachusetts National Guard units involved in the campaigns in Afghanistan and Iraq.

The Museum also maintains the military service records of Massachusetts Soldiers, Sailors and Marines from 1775 to 1920.

Military Records Branch

The Military Records Branch provides veterans, their families and government agencies with copies of documents concerning military service from 1940 to the present. This is a critical service that the branch provides, since veterans need their records for VA medical care and other purposes.

The Military Records Branch's services are especially important to the Army veterans of World War II and Korea because the official files at the federal facility in St. Louis were destroyed.

The branch also maintains a secure Web site for the use of funeral home directors and town Veterans' Service Officers in order to provide immediate service to veterans.

Massachusetts is the only state that can provide copies of wartime military service documents of its citizens from 1775 to the present.



"The First Muster" painting by Don Troiani

Massachusetts Military Reservation

The Massachusetts Military Reservation (MMR) is critical to the Massachusetts National Guard, and to the health and safety of the people of Massachusetts. There is no other post in New England that offers the unique combination of training areas and facilities.

National Guard units from Massachusetts and across New England need the MMR to conduct the high quality training that has allowed us to successfully respond to emergencies at home and abroad. It is partly because of the training conducted on the MMR that our Massachusetts Guard members are among the best Soldiers and Airmen to be found anywhere in the world.

Without the MMR, many of our Soldiers and Airmen would be forced to drive more than 300 miles, or up to 6 hours, one way to Fort Drum, N.Y., to find similar training assets. That would be one day of roundtrip travel over the course of a typical drill weekend that these troops could not train.

The MMR is a joint facility consisting of Camp Edwards Army National Guard Training Center, Otis Air National Guard Base, the U.S. Coast Guard Cape Cod Air Station and the Cape Cod Air Force Station. It is used by Air and Army National Guard units from across New England; state and local first response agencies; the U.S. Air Force, Coast Guard and Department of Agriculture; the Massachusetts Maritime Academy; the Federal Aviation Administration; and the Bourne School System.

The Environmental and Readiness Center

The Environmental and Readiness Center's (E&RC) mission is to provide military training in concert with the environment on the MMR.

The E&RC oversees many different programs, staffed by committed and experienced professionals. It functions as the public's link for information about the MMR and its environmental programs.

Environmental activities on the Camp Edwards part of the MMR during fiscal year 2005 included natural resources, cultural resources and other programs. More information on these programs and other activities can be found on the E&RC's Web site at www.eandrc.org.

The E&RC began to review and rewrite the Camp Edwards Integrated Natural Resources Management Plan during the year. The writing and review process included:

- Completing a survey of environmental monitoring plots
- Submitting wetlands vernal pool certification applications for fifteen locations
- Completing the analysis of data collected from the Forest Resource Inventory conducted in fiscal year 2003

Progress was made on cultural resources programs during the fiscal year, as well. The Integrated Cultural Resources Management Plan was reviewed, updated and republished and additional archeological survey work was completed.

The center also completed the Massachusetts Military Reservation Joint Land Use Study (JLUS). JLUS is a Department of Defense

funded program that assists municipalities in planning for land areas adjacent to military installations. The final study had more than 30 recommendations regarding changes to local land use regulations designed to minimize land use conflicts in the communities surrounding the base.

Though not yet complete at the end of fiscal year 2005, the Massachusetts Army National Guard is in the process of preparing an Environmental Assessment (EA) as part of the National Environmental Policy Act process.

The EA will analyze the environmental impacts of a plan to establish Land Use Districting (LUD) for the southern, developed portion of Camp Edwards, known as the cantonment area. LUD will divide areas of the cantonment area into districts based on intended land use, simplifying future base planning and providing the community with a better understanding of present and future land use in the cantonment area.

New military training projects were initiated during the year involving the training areas and ranges on Camp Edwards. The U.S. Army Environmental Center initiated a study of tungsten-nylon ammunition and action was initiated to acquire and test a new bullet trap system for one of the ranges. Modernization work also commenced on three ranges: E Range, Sierra East and Sierra West.

Fiscal year 2005 also saw many other accomplishments by environmental management programs on the MMR:

- A Camp Edwards Environmental Noise Management Plan was developed and published
- A draft Camp Edwards Integrated Solid Waste Management Plan was developed
- The Camp Edwards Integrated Contingency Plan was reviewed, updated and republished
- E&RC community outreach program conducted numerous activities to inform local stakeholders, including presenting to local boards of selectmen, conducting tours of the training site, writing a monthly column in a local newspaper and producing publications

With two exceptions, a review of activities conducted by the environmental management programs, military training, and the day-to-day activities that occurred on the MMR during the fiscal year indicated that the Massachusetts National Guard substantively complied with the Environmental Performance Standards (EPS).

The exceptions are violations of two EPSs: EPS 2.7 and EPS 3.0. EPS 2.7 requires the Massachusetts National Guard to block certain roads that are within 500 feet of wetlands to military vehicular traffic from March 1 through June 15; this was not accomplished or completed within a timely manner.

EPS 3.0 requires that the Massachusetts National Guard conduct a thorough environmental review of projects that will be completed in the training area. In some circumstances a review is also required under the Massachusetts Endangered Species Act by the Massachusetts Natural Heritage and Endangered Species Program (NHESP).

While an upgrade to the Sierra Range Complex (Sierra East and Sierra West ranges) was under way, however, it was determined that the environmental review was not updated accordingly, which in turn resulted in a lack of a review by NHESP. The field work for the project was delayed until approval was received by NHESP in October 2005.

Even with the exceptions, the Massachusetts National Guard has shown its continued commitment to serve as a good steward of the critical environmental resources on the MMR that have been entrusted to it, while simultaneously conducting necessary military training for the Citizen-Soldiers of the Commonwealth of Massachusetts.

Impact Area Groundwater Study Program

The Impact Area Groundwater Study Program (IAGWSP), established in 1996 and now managed by the U.S. Army Environmental Center (AEC), is conducting an investigation and cleanup of groundwater contamination and its sources on and emanating from Camp Edwards.

In fiscal year 2005, the program moved more of its investigations toward cleanup as it completed the remedy selection process for the comprehensive groundwater cleanup system at the former disposal

and demolition training site known as Demolition Area 1. The program also finalized plans for two interim treatment systems designed to address groundwater contamination migrating from the former defense contractor testing sites known as the J-2 and J-3 ranges. Construction will begin on all three systems in fiscal year 2006.

The IAGWSP continued soil investigations and removal actions designed to identify and remediate potential source areas on the J-1 and J-2 ranges. Work on the combined feasibility study for the central impact area's soil and groundwater was also ongoing.

The program is working to fully define all areas of groundwater contamination and their sources in order to determine and complete remedial actions as quickly as possible. The IAGWSP will propose accelerated cleanup actions, as appropriate, while it completes the selection, design and construction of final remedial solutions for all areas of contamination.

For additional information on the IAGWSP, call (508) 968-5626 or visit the IAGWSP Web site at groundwaterprogram.army.mil.

The Air Force Center for Environmental Excellence

The Installation Restoration Program (IRP), under Air National Guard management, was established at the MMR in 1982 as part of



Photo by Master Sgt. Steven Kelsch, Headquarters Detachment, Joint Force Headquarters, Massachusetts National Guard

the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) cleanup.

The IRP is primarily concerned with cleanup of contamination originating in the cantonment area. In 1996, oversight of the program was transitioned to the Air Force Center for Environmental Excellence (AFCEE). Most of the actual cleanup of contamination conducted by the IRP has occurred since 1996.

The IRP is responsible for two sites within the MMR: Chemical Spill (CS) 18 and CS-19. Information about the CS-19 site was presented to the public at the IRP's citizen advisory committee - the Plume Cleanup Team (PCT) - meetings in October and December 2004, and in January and May 2005. Information about the CS-19 site was also presented at the Senior Management Board meetings in November 2004 and in February 2005.

Two public comment periods were held for the CS-19 site. A public comment period was held for the CS-19 Proposed Plan for Interim Action (PPIA) from Jan. 14 through Feb. 16, 2005. The PPIA for CS-19 specifically addressed groundwater contamination at the site. AFCEE recommended long-term groundwater monitoring of the CS-19 plume as an interim remedy. A final PPIA is expected to be completed during fiscal year 2006 and will include a responsiveness summary for public comments submitted during the public comment period. A final remedy will be evaluated and selected in conjunction with the evaluation and selection of a remedy for the central impact area groundwater plume and study area.

A public comment period was held for the CS-19 Engineering Evaluation/Cost Analysis (EE/CA) from May 5 through June 3, 2005. The EE/CA for CS-19 specifically addressed soil contamination at the site. AFCEE recommended the excavation of contaminated soil and use of the combination of on-base treatment using thermal desorption, which permanently destroys the contamination, and off-site disposal of soils. One public comment was received during this period and was responded to by letter.

For additional information on the IRP call (508) 968-4678, extension 2, or visit the MMR/IRP Web site at www.mmr.org.

Camp Edwards Army National Guard Training Center

The mission of Camp Edwards, as an Army National Guard Training Center, is to provide the full spectrum of support for live, virtual and constructive training of using organizations, and to be prepared to conduct sustained operations in case of emergencies.

Camp Edwards is an innovative and technologically advanced training facility that supports America's war fighters as they learn the skills needed to fight and win on today's battlefield. More than 5,800 National Guard Soldiers have mobilized at and deployed from Camp Edwards since September 11, 2001.

The use of technology and can-do attitude at the post has moved Camp Edwards to the forefront in attracting units that want to train in a cutting-edge environment. Total usage of Camp Edwards facilities during fiscal year 2005 was 123,409 man-days.

Soldiers Trained at Camp Edwards Facilities During Fiscal Year 2005

Rappel Tower	1,909
Obstacle Course	1,975
Howitzer Crew Trainer	18
Guard Fist IIA	334
Leadership Reaction Course	3,078
Engagement Skills Trainer	1,254
Janus Simulation Center	6,000
Army Physical Fitness Test	366

Camp Edwards is now home to two schools designed to prepare America's 21st century warriors for the modern battlefield.

The first is the Air Assault Course, which was sponsored jointly by Camp Edwards, the Regional Training Institute and the 26th Infantry Brigade. The course teaches Air Assault skills, techniques and procedures.

The second new school on Camp Edwards is the Infantry Light Leader course, which is conducted by the 26th Infantry Brigade and validated by the US Army Infantry School at Fort Benning, Ga. The school is designed to give officers and NCOs the skills they need to successfully plan and execute light infantry operations at the platoon level.

Training is the core mission of Camp Edwards, but our most valuable resource is the service members who conduct the training; without them there would be no National Guard to protect our nation and community. Consequently, the safety of troops training at Camp Edwards is a top priority.

A safety news section was added to the Camp Edwards Listening Post, the command information newsletter for the post. Additionally, the Camp Edwards Safety Minute is published monthly and is attached to the Listening Post to inform and remind Soldiers about the importance of safety.

A new Camp Edwards safety bulletin board at the headquarters building was created and relocated near the main entrance for better visibility. The board is updated regularly with current safety news and information.

Every unit that comes to train on Camp Edwards receives the Camp Edwards Command Safety Briefing. The safety briefing covers post speed limits, using ground guides, bivouacking and other training and safety topics.

The Camp Edwards Safety Documentation Form was developed during the fiscal year. The form gives all personnel the opportunity to report any safety concern on Camp Edwards.

A safety drop box was completed and installed in the headquarters building front entryway, giving Soldiers a place where they can submit the safety forms.

102nd Fighter Wing



The 102nd Fighter Wing's federal mission is to provide a ready, fully capable fighter force prepared to deploy to wherever needed.

The wing is equipped with fifteen F-15 A/B fighter aircraft. Aircraft and crews are on 24-hour, 365-day alert to guard our skies in support of homeland defense and homeland

security. Specifically, the 102nd protects the Northeastern United States from:

- Armed attack from another nation
- Terrorist attack
- Smuggling, illicit drug activity and illegal immigration

The 102nd Fighter Wing is also an integral part of the Air Force's Aerospace Expeditionary Force (AEF) and can immediately deploy to support U. S. Air Force requirements anywhere in the world.

The wing's location at Otis Air National Guard Base (ANGB) on Cape Cod is ideal because of its strategic coastal location. Otis Air National Guard Base is the only active air defense base on the East Coast between the Canadian-U.S. border and Atlantic City, N.J., and has responsibility for over 500,000 square miles and 90 million people.

One of the top employers in the area, the 102nd has a payroll, flying hour program, local construction expenditures and other local purchases totaling over \$90 million, and a civilian payroll of over \$36 million.

Fiscal year 2005 was marked by the May 13 announcement from the Department of Defense that as part of the Base Realignment and Closure (BRAC) process the 102nd Fighter Wing was being recommended for closure. This set off a series of responses from Massachusetts state and local government officials and the hierarchy of the Massachusetts National Guard.

BRAC was a two-year study dedicated to streamlining the country's military infrastructure to improve efficiency in terms of cost and operation. The plan was to move 12 of the 15 F-15s at the 102nd to Atlantic City International Airport for use by the 177th Fighter Wing. The other three aircraft would be transferred to Florida's 125th Fighter Wing. In addition, an air defense alert site was recommended for Bradley International Airport, Conn.

May 20, U.S. Senator Edward Kennedy and Governor Mitt Romney met with members of the 102nd to discuss their plans to do everything possible to preserve the 84-year history of the 102nd.

July 6, Kennedy, Romney, U.S. Senator John Kerry, local leaders and the wing leadership made a presentation to the independent BRAC Commission at the Boston Exhibition Center outlining the reasons that Otis ANGB should remain open and pointing out errors made by the Department of Defense in computing the cost savings if Otis ANGB were closed and the military value score received by the base.

Aug. 26, the BRAC Commission voted unanimously to realign Otis Air National Guard Base instead of closing it. As part of the realignment recommendation, the wing's F-15 aircraft would be transferred to the 104th Fighter Wing at Barnes ANGB in Westfield, Mass.

Ratification by President Bush and Congress was still needed for the recommendation by the BRAC Commission to become official.

The final BRAC recommendation to the president Sept. 9 was to:

"Realign Otis ANGB, MA. Distribute the fifteen F-15 aircraft assigned to the 102FW to meet the Primary Aircraft Authorizations requirements established by the BRAC recommendations of the Secretary of Defense, as amended by the Defense Base Closure and Realignment Commission. An air sovereignty alert facility will be constructed at Barnes Municipal Airport Air Guard Station, MA. Firefighter positions from Otis will move to Barnes."

"If the Commonwealth of Massachusetts decides to change the organization, composition and location of the 102nd Fighter Wing to integrate the unit into the Future Total Force, all other personnel allotted to the 102FW will remain in place and assume a mission relevant to the security interest of the Commonwealth ... Where appropriate, unit personnel will be retrained in skills relevant to the emerging mission."

The 102 Fighter Wing continued to fly in support of Operation Noble Eagle during fiscal year 2005; 244 hours were flown supporting 88 sorties. The combat training hours for the year were 3,139 supporting

102nd Fighter Wing Subordinate Units

102 Operations Group

- 101 Fighter Squadron
- 102 Operations Support Flight
- 202 Weather Flight

102 Maintenance Group

- 102 Aircraft Maintenance Squadron
- 102 Maintenance Squadron
- 102 Maintenance Operations Flight

102 Mission Support Group

- 102 Civil Engineering Squadron
- 102 Communications Squadron
- 102 Logistics Readiness Squadron
- 102 Security Forces Squadron
- 102 Mission Support Flight
- 102 Services Flight

102 Medical Group

2,536 sorties. Total sorties flown by the 102nd were 3,383 for a combined total of 2,624 hours.

The wing has been a member of the AEF (Aerospace Expeditionary Forces) for the past few years and was in the rotation for 2005. Individuals were tasked to augment other units overseas, and a total of 200 members of the 102nd were sent overseas. Four aircraft, 21 pilots and over 100 maintenance personnel deployed to Keflavik Naval Air Station, Iceland, in four rotations.

Other highlights from fiscal year 2005 include:

- In February, eight F-15s and 115 personnel deployed to Tyndall Air Force Base, Fla., for Combat Archer, a weapons system evaluation program.
- In April, 100 personnel and four aircraft deployed to Key West Naval Air Station, Fla., for dissimilar aircraft combat training.
- During March, 46 members of the Civil Engineering Squadron deployed to Borinquen, Puerto Rico, for annual training.

The fiscal year 2005 operations and maintenance financial figures showed that the 102nd Fighter Wing paid \$36,262,738 in salaries and benefits to the 480 Title 32 and Title 5 civilians who worked at the base. Additionally, \$39,751,000 was spent in support of the aircraft, \$5,703,284 for base operating costs, \$5,174,050 for master cooperative agreements with the state to provide security and some civil engineering personnel and \$3,344,628 for facility repair, maintenance and upgrade.

The total operations and maintenance expenditure was \$90,235,700.

The 102nd Wings and Plans Section showed that 2,408 passengers were processed through the unit that included both in-processing and out-processing. Over 167,380 pounds of cargo was also processed.

As of Sept. 30, the 102nd Fighter Wing had 825 members that included 80 officers and 745 enlisted personnel. This gave the unit an overall strength of 83 percent and an effective strength of 80 percent of the total strength authorized.

Over the course of fiscal year 2005, the wing's recruiters were able to recruit 95 new people into the unit, with 87 of those individuals filling critical military skills.



Photo by Steve Heaslip, courtesy of the Cape Cod Times

104th Fighter Wing



The 104th Fighter Wing's mission is to provide highly trained personnel and mission-ready equipment for dedicated service to the United States of America and the Commonwealth of Massachusetts.

The wing is equipped with 17 A/OA-10 Thunderbolt II aircraft, 15 Primary and two

Backup Aircraft Inventory, and is one of six A-10-equipped fighter wings in the Air National Guard.

The 104th stands ready to mobilize in support of warfighting commanders wherever needed throughout the world as part of the Aerospace Expeditionary Forces of the U.S. Air Force.

Specifically, the wing provides close air support and air interdiction. Special capabilities include combat search and rescue, airborne forward air control, night vision goggles, precision guided munitions and LITENING II pod capabilities. LITENING II is a precision targeting pod system that increases the combat effectiveness of the aircraft during day, night and under-the-weather conditions.

The 104th Fighter Wing was founded in 1946 and is located at Barnes Air National Guard Base in Westfield, Mass., where it leases land from the city of Westfield on Barnes Municipal Airport and operates jointly with the Massachusetts Army National Guard's Army Aviation Support Facility 2, home of the 226th Division Aviation Support Battalion.

On its 185-acre site located in the shadow of the Berkshire Mountains in western Massachusetts, the wing is one of Westfield's largest employers, with over 300 full-time employees and over 700 part-time personnel. Its operating budget topped \$35 million for fiscal year 2005.

Fully modernized facilities as a result of an aggressive military construction program in the last decade have well positioned Barnes Air National Guard Base for continued presence in Westfield.

The 104th enjoys an active community role and positive regional and national reputation and in turn, receives significant support from the surrounding communities.

In January, the 104th Fighter Wing ushered in the new year with a change in its senior leadership. After six-years as commander, Col. Michael Boulanger passed the unit colors to Col. Marcel E. Kerdavid Jr., who was named the new commander of the 104th Fighter Wing.

January also marked the beginning of the wing's expeditionary combat support cycle, which would task many of the wing's base operations support agencies to support both homeland defense and war on terror missions.

In February, 252 104th Fighter Wing personnel took part in the first mass training deployment in four years. A third of the base

picked-up and relocated to the Combat Readiness Training Center in Savannah, Ga. Due to the increased operations tempo, the 104th Fighter Wing got into the habit of performing without the chance to practice and critique. This deployment was instrumental in focusing on the unit's core training, as well as developing smarter ways to do business in the future. All wing organizations used the opportunity to perform much needed upgrade and proficiency training.

After returning from Georgia, the unit learned it was awarded the Air Force Outstanding Unit Award for the seventh time; recognizing the unit's accomplishments from April 24, 2002, to April 25, 2004; further proof that the 104th is the dominant Air National Guard A-10 unit in the world.

In March, the 104th Fighter wing was invited to participate in the Red Flag 05-3.2, the largest Red Flag exercise ever. Two hundred and nine members of Barnes were part of a multinational force that engaged on the Nellis ranges and in a cyberspace virtual war. The Barnstormers team focused on large-force employment, dynamic targeting, close air support, time-sensitive targeting and combat search and rescue; all of which were done flawlessly.

In April, the wing was tasked to provide expeditionary combat support (ECS), deploying members of its base operating support units. The wing also deployed 32 members of the Civil Engineer Squadron to Camp Blanding, Fla., to perform combat exercises.

In May, the wing began preparing for an Operational Readiness Inspection scheduled for August 2007, by conducting its first of many Thunderwatts (an operational readiness exercise). This

104th Fighter Wing Subordinate Units

104 Operations Group

- 131 Fighter Squadron
- 104 Operations Support Flight
- 104 Weather Flight

104 Maintenance Group

- 104 Aircraft Maintenance Squadron
- 104 Maintenance Squadron
- 104 Maintenance Operations Flight

104 Mission Support Group

- 104 Civil Engineering Squadron
- 104 Communications Squadron
- 104 Logistics Readiness Squadron
- 104 Security Forces Squadron
- 104 Mission Support Flight
- 104 Services Flight

104 Medical Group



Photo by Tech Sgt. Mark Fortin, 104th Wighter Wing

Red Bull MIG-17, the Shockwave Jet truck and world class pyrotechnics from the Mad Bomber.

The airshow was designed around a central theme: A tribute to the “Greatest Generation,” celebrating the 60th anniversary of the end of World War II. To highlight the program, retired Air Force Gen. Robins Olds was the base’s guest of honor, speaking to more than 100 World War II veterans and guests during a Friday night air show reception August 26, 2005.

The show was attended by more than 160,000 visitors from across the Northeast.

exercise was conducted during a unit training assembly (UTA) and it evaluated all aspects of the wing’s combat preparedness and operational command and control. After the UTA, the training continued when 40 members of the Mission Support Group deployed to Hickam Air Force Base, Hawaii, to work alongside their active duty counterparts.

May also saw the deployment of 56 members of various specialties and 22 short-tons of cargo to Avon Park, Fla., to participate in an exercise providing close-air support to the U.S. Army.

In June, the wing conducted a major deployment exercise and deployed a member of the Logistics Squadron for an ECS deployment. The unit also participated in another exercise with the U.S. Army at Carswell Air Force Base, Texas.

The 104th finished June conducting a major accident response exercise in preparation for the upcoming air show in collaboration with the Westfield Police and Fire departments, Barnes Municipal Airport, MEMA and local hospitals.

In July the unit deployed five members for an ECS tasking; sending members of the 212th Engineering Installation Squadron, 104th Civil Engineer and Logistics squadrons to Qatar and Spain. In addition, the unit deployed 12 civil engineers to Little Rock Air Force Base, Ark., for firefighter training.

The 104th Fighter Wing hosted the Westfield International Air Show, featuring the Air Force Thunderbird demonstration team and the U.S. Army Golden Knight parachute demonstration team. The event showcased more than 30 static military and vintage World War II aircraft and 25 independent flying acts.

Air show events included John Klatt and the Air National Guard sponsored Studacher S-300D, a B-2 fly-over, Bill Reesman and his

Furthermore, the unit deployed 35 Medical Group members to Alpina, Mich., to perform expeditionary medical support training, nine firefighters to Hato Naval Air Station, Curacao, and nine Services Flight members to Qatar in support of Operation Iraqi Freedom.

September was filled with a great number of surprises, changes and triumphs. Though the unit was not being recommended to close through the Base Realignment and Closure (BRAC) process, it was slated to receive new aircraft, F-15s, and a new mission.

Meanwhile, the Gulf Coast was hit with one of the worst storms in history, initiating a chain of events including the deployment of 31 members in support of Task Force Yankee, Massachusetts’s response to Hurricane Katrina relief efforts. The unit also shipped more the 220 short-tons of cargo in support of the relief effort.

In addition to deploying personnel and equipment to Louisiana, the 104th assisted in preparations to accept more than 2,000 Louisiana residents at Camp Edwards, Mass.

The accomplishments of the 104th Fighter Wing were recognized by Gov. Mitt Romney as he presented the men and women of the wing with the Meritorious Unit Commendation for exemplary service from Sept. 5 to 22, 2005 in support of Hurricane Katrina relief efforts.

A major bridge in Westfield was dedicated and renamed the Massachusetts Air National Guard Bridge.

Lastly, the unit performed seven changes of command in September, appointing commanders in the Operations Group, Mission Support Group, Maintenance Group, Maintenance Squadron, Aircraft Maintenance Squadron and the 131st Fighter Squadron; and naming a new Vice Commander for the wing.

253rd Combat Communications Group



The 253rd Combat Communications Group (CCG) is “tomorrow’s tactical communications ... combat ready today!”

The group’s mission is to provide planning, engineering and command level coordination; process approval to train, advise and perform tactical communications; and provide air traffic services for total force integration. Secondly, the 253rd provides a ready militia for protecting life and property, and preserving peace, order and public safety in our communities.

The headquarters of the 253rd Combat Communications Group is located at Otis Air National Guard Base (ANGB), Mass. It provides training supervision to six subordinate units located in four states and the District of Columbia. In simplified terms, the 253rd CCG and its assigned units serve as the “AT&T,” “FAA” and “Internet service provider” of the Air Force. Our units provide a range of communications and air traffic control services to flying units.

From handheld satellite transceivers and 20-foot dish satellite terminals, to portable high frequency radios and radios powerful enough to talk halfway around the world, the units managed by the 253rd CCG can meet all the needs of a flying unit commander for communication services, both classified and non-classified.

The air traffic control units in the group can provide the full range of air traffic control service with their mobile air traffic control tower, Tactical Air Control and Navigation system and approach control radar. All the 253rd CCG’s equipment is highly mobile, and the group and its subordinate units are capable of deploying and conducting sustained operations anywhere in the world.

In recent years, the group spearheaded the employment of newly acquired Theater Deployable Communications (TDC) equipment, designed to provide the flying commander with high quality and reliable communications. Through extensive operational training programs, the 253rd and its subordinate units have been implementing the new equipment and technology.

Operations Enduring Freedom and Iraqi Freedom resulted in over 40 Airmen from the 253rd CCG deploying to Air Combat Command, Langley Air Force Base, Va., from September 2001 through August 2003. In September and October 2005, the 253rd and 267th provided communications personnel and equipment to Air Combat Command and the Gulf Coast states for hurricane relief efforts.

267th Combat Communications Squadron



The mission of the 267th Combat Communications Squadron is to train personnel and maintain equipment for worldwide deployment.

Part of the 253rd CCG, the 267th provides the best tactical communications services and information systems support to expeditionary

warfighters, whenever and wherever necessary. This is accomplished through state-of-the-art communications equipment including satellite, high frequency and wideband radio systems providing networked secure and non-secure voice, data and messaging services. The unit has a tasked response time of 72 hours and is self-sustaining for a minimum of 72 hours upon arrival.

The 267th CBCS’s state mission is to provide forces to the Commonwealth of Massachusetts for use during local or statewide emergencies to protect life and property, and to preserve peace, order and public safety. Primary tasking would be for communications teams and support equipment.

Dramatic force modernization was evident beginning in 1972, when strength levels increased and the latest state-of-the-art communications systems were received. This force modernization continues today, and the 267th is on the leading edge of technology in communications, working closely with Hanscom Air Force Base in the development of new communications equipment for the 21st century.

Since the terrorist attacks on September 11, 2001, the 267th has deployed more than 100 personnel and 60 tons of equipment to numerous sites in Southwest Asia in support of the Global War on Terrorism and operations Enduring Freedom and Iraqi Freedom. The personnel provided critical base communications for U.S. and coalition warfighters.

In August 2005, the 267th underwent an Air Combat Command Operational Readiness Inspection and performed well.

In September and October 2005, hurricanes Katrina and Rita struck the Gulf Coast states. Nine personnel from the squadron deployed into the Louisiana region with tactical communications assets to assist local recovery efforts.



Photo by Maj. Henry Renaud, 253rd Combat Communications Group

212th Engineering Installation Squadron



The 212th Engineering Installation Squadron is collocated with the Joint Force Headquarters in Milford, Mass.

The squadron has a federal, wartime mission to mobilize and deploy authorized resources to accomplish the engineering, installation, reconstitution, repair and replacement of command, control, communications and computer systems; navigational aids; and air traffic control and landing systems worldwide. Also, the 212th must train and prepare for the requirements of each specific mission as outlined by the supported command.

The 212th's state mission is to support the state in the protection of life and property; the preservation of peace, order and public safety; and provide assistance as directed by the governor of Massachusetts and The Adjutant General.

Fiscal Year 2005 Highlights:

- Relocated over 500 shielded network paired outlets at the United States Embassy in Baghdad, Iraq

- Installed secure communications system for the Joint Service Operations Center at the U.S. Embassy in Baghdad, Iraq
- Completed site surveys at Offutt Air Force Base, Neb., for a communications infrastructure upgrade project
- Supported short notice network and telephone installation projects at Otis Air National Guard base for Hurricane Katrina relief efforts
- Served as lead unit for the Combat Integrated Test Systems installation, securing \$500,000 to manage civil engineering efforts, including the installation of manholes and 65,000 feet of interconnecting conduit
- Sponsored a satellite NCO academy for students from Otis and Barnes Air National Guard bases, and the Joint Force Headquarters
- Supported the 104th Fighter Wing's operations, providing a team of Airmen who worked around the clock to load C-17 aircraft with personnel and materials
- Continued supporting ongoing antenna preventive maintenance inspections at McGuire Air Force Base, N.J., and Oceania Naval Air Station, N.J.
- Supported the local Air Force Junior ROTC detachment
- Visited local schools, VFWs and American Legion to thank students, teachers and veterans who provided "care-packages" to deployed members



Photo provided by the 212th Engineering Installation Squadron

Air National Guard Band of the Northeast



The Air National Guard Band of the Northeast's mission is to provide music to enhance unit cohesion, maintain morale and facilitate community relations efforts.

The band has a total 37 Airmen assigned to the unit. Its area of responsibility includes all of New England and Eastern New York.

Fiscal year 2005 was notable in particular because the Band of the Northeast was over strength for the first time in 10 years. New band members are projected for fiscal year 2006, and are expected to bring total strength to over 40 Airmen.

The band performed at 31 functions during fiscal year 2005, including 14 internal missions and 17 in support of external missions and community relations events. In all, the total audience count for all performances during the fiscal year was estimated to be more than 182,000 people.

The year's performances included a joint force concert with the Navy Band of the Northeast in Newport, R.I., and a total force performance with the Air Force Band of Liberty.

Two of the scheduled external performances were cancelled during annual training due to weather, and two internal performances were cancelled due to wing support of Hurricane Katrina relief efforts.

In addition to unit operations, 16 members performed duty in support of other organizations including the Air Force Band of Liberty, Air Force Band of Mid America, Air National Guard Band of the Midwest and Air National Guard Band of the Northwest.

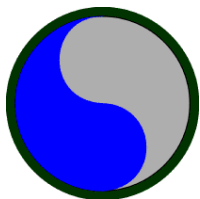
The Band of the Northeast's rock band, after having been on hold due to personnel challenges, was reconfigured and was operational by the end of the fiscal year.

The rock band is preparing for possible deployment in fiscal year 2006, preparing appropriate music for internal audiences.



Photo by Tech. Sgt. TSgt Becky Martin, Air National Guard Band of the Northeast

26th Infantry Brigade



Headquarters, 26th "Yankee" Infantry Brigade is based at Devens Reserve Forces Training Area (RFTA).

The brigade's federal mission is to mobilize, deploy by air and surface to an intermediate staging base, assemble, move to an area of operations and conduct light combined arms

operations. Its state mission is to protect life and property, and preserve peace, order and public safety in military support to civilian authority for disaster response, humanitarian relief, civil disturbance, counter drug operations and combating terrorism.

Fiscal year 2005 was characterized by a continuing stream of individual and small element mobilizations, a high operational tempo focused on brigade and battalion level staff training, and preparation for the transformation of the Massachusetts Army National Guard into a brigade-centric organization.

There was a very high degree of personnel turnover at every level of the brigade as the strain of the Global War on Terrorism continued to be felt throughout the Massachusetts Army National Guard. Numerous Soldiers deployed to train the Afghan national army (ANA) as individual volunteers. Similarly, Soldiers throughout the brigade volunteered through the GKO Web site to deploy.

The focus on staff training this year came at a time of staff turnover throughout the 26th. The Brigade headquarters provided higher command for four battalion-level exercises in April and May.

The final major event for the fiscal year 2005 was the development and implementation of a plan to set the conditions for transformation to a brigade combat team configuration in fiscal year 2006. During the transformation, the 1st Battalion 182nd Infantry will convert to the 1st Squadron 182nd Cavalry, the 1st Battalion 104th Infantry will consolidate with the 1st Battalion 181st Infantry, the 26-29 Brigade Special Troops Battalion will be organized in Springfield, and the 126th Brigade Support Battalion will be organized in Framingham.

As part of the transformation, the distinctive unit insignia (DUI) for the 26th Brigade Combat Team was approved in August. The DUI will be the former DUI of the 26th Infantry Division.

1st Battalion 104th Infantry



The 1st Battalion 104th Infantry is a light infantry battalion designed to close with the enemy by means of fire and maneuver in order to capture him or repel his assault by fire, close combat and counterattack. The battalion can also provide trained personnel and equipment in response to domestic emergencies in the commonwealth.

The 104th Infantry is organized into a headquarters and headquarters company and three light infantry rifle companies. The total

authorized strength for the battalion is 35 officers and 535 enlisted Soldiers for a total of 570.

October 2004 through September 2005 brought many opportunities and challenges to the Soldiers of the 1st Battalion, 104th Infantry. The Global War on Terrorism remained the battalion's focus during the training year, realizing that the 104th could be the next unit to receive the call. The Soldiers of the 104th Infantry remained vigilant and focused.

26th Infantry Brigade Subordinate Units

HHC, 26th IN BDE	Devens RFTA
HHC, 1-104 IN	Springfield
- A CO, 1-104 IN	Agawam
- B CO, 1-104 IN	Greenfield
- C CO, 1-104 IN	Westfield
HHC, 1-181 IN	Worcester
- A CO, 1-181 IN	Worcester
- B CO, 1-181 IN	Gardner
- C CO, 1-181 IN	Cambridge
HHC, 1-182 IN	Dorchester
- A CO, 1-182 IN	Middleboro
- B CO, 1-182 IN	Melrose
- C CO, 1-182 IN	Braintree
C CO, 1-20 SF BN	Springfield

The battalion trained at Ethan Allen Firing Range, home of the Mountain Warfare School, in October. During the training, the battalion operated multiple weapons qualification ranges, an Army Physical Fitness Test was conducted, and other infantry tasks were trained on.

The 104th celebrated its regimental birthday, dating back to 1639, in November. It was a grand social occasion for the unit. Past members of the regiment were honored and recognized, as were past veterans, at the Apremont Ceremony in Westfield, Mass.

The battalion trained at West Point and Camp Smith, New York, in March. Leaders were trained in "train the trainer" classes and practical exercises. Individual Soldiers were trained up on CTT and Core Warrior Tasks. The visit to West Point ended with a visit to the Army Museum and a brief tour of the campus.

Through the spring, the battalion focused on Core Warrior Task Training, urban warfare and stability and support operations (SASO) training. This enabled the units to get their leaders and Soldiers

prepared for a very challenging and strenuous annual training period in June.

In June, the 104th conducted its annual training at Fort Pickett, Va. The battalion conducted urban warfare and SASO training throughout its time in Virginia, and qualified all of its squads on the situational training exercise lanes.

In September, the battalion traveled to New Orleans, La., in support of Hurricane Katrina relief efforts. The battalion maintained the strong heritage of the 104th Regiment and gained not only regional, but national recognition for outstanding performance. Upon return from the deployment, the 104th was recognized and received accolades from Massachusetts Gov. Mitt Romney.

1st Battalion 181st Infantry



The 1st Battalion 181st Infantry is a light infantry organization under the control of the 26th Infantry Brigade.

The battalion's federal mission is to mobilize, deploy to an area of operations and conduct light combined arms operations. Its state mission is to provide units for disaster response, humanitarian relief, civil disturbance, counter-drug operations and combating terrorism.

Fiscal year 2005 was an amazing and unprecedented year for the 181st Infantry.

At the start of the year, the battalion was just coming off of a 90-day respite after returning from a very successful deployment to Guantanamo Bay, Cuba. Though the deployment was successful, it left the unit with considerable reconstitution challenges.

As part of the reconstitution, the battalion jumped into an ambitious training year focused on Warrior Core Task training which would culminate in Multi-Functional Squad Training (MFST) Validation Lanes during Annual Training 2005 at Fort Pickett, Va. Squads trained throughout the year in MFST.

The rigorous training throughout the year paid off as all 1st Battalion 181st Infantry squads received validation on all lanes at annual training (June 4 to 18, 2005), ahead of schedule. Furthermore, the battalion received excellent weapons training in all organic weapons systems as well as advanced individual marksmanship on the M-16A2 rifle.

The end of fiscal year 2005 saw the planning process for brigade transformation ramping up. To prepare for the transformation the battalion turned its individual equipment into the central issue facility, scrubbed its manning roster and performed a myriad of administrative actions.

One result of the transformation plan was for the 104th Infantry to consolidate with the 181st. The 104th has a long and proud history and conducted a ceremonial final march in from the field at the very end of annual training. During this march, the 26th Brigade and all its units formed up to dip their colors in respect to the 104th.

During fiscal year 2005, the battalion supported other Massachusetts unit deployments with individual low-density MOS-critical fill personnel.

Throughout a very demanding operations tempo, the 181st had many other highlights: a very successful weapons qualification sequence, a battalion military ball, a battalion change of command, a Christmas party and a Freedom Salute ceremony to honor the efforts of unit members who deployed to Guantanamo Bay, Cuba.



Photo by Master Sgt. Pallas deBettencourt, Massachusetts National Guard Public Affairs

The capstone mission of the year for the battalion, however, would come at the end of the fiscal year, a historic and dynamic response to the largest domestic national emergency the United States has ever faced: Hurricane Katrina.

The 1st Battalion 181st Infantry served as the core for “Task Force Yankee.” Four hundred and eighty-nine Soldiers and Airmen deployed as part of the task force Yankee within 36 hours of notification.

Maj. Michael Finer, commander of the 181st, commanded the task force, which included elements of the Joint Force Headquarters Massachusetts, 26th Brigade Combat Team, 102nd Fighter Wing, 104th Fighter Wing, 211th Military Police Battalion, 253rd Combat Communications Group and Massachusetts Medical Command.

Task Force Yankee deployed by air from Otis Air National Guard Base with 40 vehicles and 15 days of food, water and ammunition. In New Orleans, the task force provided 25,224 man-days of support to various relief operations, including:

- 16 days of search and rescue boat operations and security patrols
- Assisting FEMA, New Orleans Police Department, Louisiana State Police, Louisiana National Guard and numerous other law enforcement and rescue organizations
- Manning four critical traffic control points
- Assisting more than 2,000 people at the task force’s civilian assistance center; providing food, water, medical treatment, information and escorts
- Providing chaplain and stress management services to returning citizens
- Rescuing more than 100 pets

1st Battalion 182nd Infantry



The 1st Battalion 182nd Infantry’s federal mission is to mobilize, deploy to a theatre of operations and occupy an assembly area. On order, the battalion conducts attack in zone or defends in sector. The 182nd must also be prepared to conduct stability and support operations.

The unit also has a state mission to provide personnel and equipment for the protection of life and property, and for the preservation of peace, order and public safety. At all times, individuals and units will conduct themselves in accordance with the United States Constitution in the execution of these duties.

During the fiscal year, the focus of inactive duty training was to maintain readiness and develop leaders. Throughout the winter and spring, the battalion performed MUTA-5 (Friday night, Saturday and Sunday) drills in order to maximize training time and resources.

Critical training focused on preparation for mobilization, weapons marksmanship and skills and staff preparation for participation in the Warrior Skills Validation Lanes to be held at Fort Pickett, Va., during annual training.

The battalion conducted annual training at Fort Pickett. The focus of training was stability and support operations at the squad level.

Squad training exercises were conducted in the form of squad lanes utilizing the urban warfare site at Fort Pickett. Warrior skills training, both individual and warrior battle drills, was conducted.

C Company 1st Battalion 20th Special Forces



C Company 1st Battalion 20th Special Forces Group (Airborne) is located in Springfield, Massachusetts. Though it reports tactically to the 1st Battalion 20th Special Forces, it falls under the administrative control of the 26th Brigade while in Massachusetts.

C Company’s mission is to plan and support special operations in any operational environment, independently or with conventional forces. Worldwide missions include counter-terrorism, direct action, special reconnaissance, humanitarian efforts and unconventional warfare.

Fiscal year 2005 saw a continuation of our success in recruiting superior Soldiers from the ranks of the Massachusetts National Guard. Those who have dared to be the best and tried out for special forces selection are returning from their training at Fort Bragg and elsewhere as fully trained Green Berets, ready and able to assume their places on our Operational Detachment Alpha teams.

In addition to training new recruits, 2005 presented new challenges for older special forces Soldiers with the adoption of a new parachute model, the SF-10. This parachute is more maneuverable and is similar to that used by firefighting “smoke jumpers.”

The operations tempo for C Company remained hectic during fiscal year 2005. Continued support was provided for Operation Enduring Freedom as volunteers from the unit augmented deployments to Afghanistan by the other battalions within 20th Group.

C Company members participated in the 2005 “Flintlock” exercise. This year’s exercise took place across sub-Saharan Africa and involved both active and National Guard Special Forces teams working side-by-side to train Soldiers and units from many African nations including Chad, Mali, Mauritania and Niger in a foreign internal defense (FID) role.

Language proficiency remains a key pillar of the Special Forces skill set. Throughout the fiscal year, several courses in Arabic were stood up and attended by C Company Soldiers at Fort Devens and a French class was held at Camp Ethan Allen, Vt., which included a language and cultural immersion trip to Montreal.

C Company Soldiers ensured they remained ready to handle real world missions by honing their skills at the Joint Readiness Training Center (JRTC) at Fort Polk, La., in June 2005. At JRTC, unit Soldiers were evaluated at the company, battalion and group level as they interacted with conventional, unconventional and indigenous forces, just as they would on a real-world deployment.

C Company 1st Battalion 20th Special Forces Group (Airborne) soldiers remain ready to serve whenever and wherever they are asked, while continuing to personify the enthusiasm and dedication of the “Quiet Professional” to all missions.

42nd Division Artillery



Like many units in Massachusetts and across the country, the “Red Legs” of the 42nd “Rainbow” Infantry Division Artillery (DIVARTY) focused on deployments for the Global War on Terrorism during fiscal year 2005.

In addition to training for their traditional field artillery missions, Soldiers of the 42nd Division Artillery deployed overseas, many of them having been retrained to perform security and rear area coordination missions.

The Headquarters and Headquarters Battery (HHB) in Rehoboth, Mass., deployed 146 Soldiers to Iraq as part of the 42nd Infantry Division’s deployment in support of Operation Iraqi Freedom. Other Massachusetts Army National Guard units activated as part of this mobilization included E Battery 101st Field Artillery, the 272nd Chemical Company and 42nd Military Police Company.

The units mobilized in June 2004 and participated in the divisional base predeployment training for four months at Fort Drum, N.Y. It was the first time an Army National Guard Division was mobilized since World War II.

42nd Division Artillery elements deployed to Kuwait in October 2004, leading the advance party for the division. Within five days, the advance team began processing division elements through reception and staging in Kuwait.

A team of 13 DIVARTY Soldiers formed an advanced party to take over daily operations of Forward Operating Base (FOB) Sumnerall, Bayji, Iraq, and assume the counter-battery artillery mission from the 1st Infantry Division in November 2004.

In January 2005, the majority of HHB, 42nd Division Artillery and the 272nd Chemical Company joined in the Task Force Liberty ground assault convoy from Kuwait to FOB Summerall, some 300 miles into Iraq and in the heart of the Sunni Triangle. The transfer of authority from the 1st Infantry Division Artillery to the 42nd DIVARTY, known as Task Force Thunder, took place in February 2005, and the DIVARTY conducted over 500 combat and combat logistic patrols in north central Iraq over the following eight months.

One of many responsibilities DIVARTY had was dealing with captured enemy ammunition. Task Force Liberty units, under the direction of Task Force Thunder’s Coalition Munitions Clearance Team, found over 1,000 caches, moved over 125 short tons of unexploded ordnance, destroyed over 27,000 weapons and closed two ammunition storage points by destroying nearly 350,000 pieces of live ordnance.

As the Force Field Artillery Headquarters, Task Force Thunder was extremely successful in employing new and experimental target acquisition systems in the Task Force Liberty area of operations. In addition to 16 Firefinder radar systems from eight separate organizations, seven lightweight counter mortar radar and seven unmanned acoustic sensor systems comprised the counter-fire

coverage. Task Force Thunder provided operator training and technical and tactical guidance for these experimental systems to all of Task Force Liberty.

Task Force Thunder included three Target Acquisition Batteries, one of which was E Battery 101st Field Artillery out of Rehoboth, Mass., and a battery each from the Kansas and Indiana Army National Guard. The over 96 percent operational readiness rate for target acquisition assets is a direct result of their combined maintenance expertise and perseverance.

Task Force Thunder also consisted of the 3rd Battalion 13th Field Artillery, an active duty Army Multiple Launch Rocket System (MLRS) battalion. In addition to offering general support fires to

42nd Infantry Division Artillery Subordinate Units

HHB, 42nd DIVARTY	Devens RFTA
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HHB, 1-101 FA	Brockton
- A BTRY, 1-101 FA	Brockton
- B BTRY, 1-101 FA	Danvers
- C BTRY, 1-101 FA	Fall River

HHB, 1-102 FA	Quincy
- A BTRY, 1-101 FA	Hudson
- B BTRY, 1-101 FA	Methuen
- C BTRY, 1-101 FA	Lynn

E BTRY, 101 FA	Rehoboth
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the division and Multinational Corps Iraq, the 3-13th and the attached 272 Chemical Company out of Reading, Mass., executed the force protection mission for FOB Sumnerall and the Butler Range Complex near Baghdad. Task Force Thunder marked a new chapter in the field artillery book when the 3-13th conducted the first operational firing of guided MLRS munitions.

Task Force Thunder branched further into the fight through the diligent work of the division fire support elements and effects cell. The Fire Support Element shaped new tactics for use of air support and close fires while the Effects Cell worked to continue the establishment of a better life for all Iraqis through effective government and security, economic stimulation, and the development of independent media outlets.

The Massachusetts Soldiers of the 42nd Infantry Division redeployed back to Fort Drum, N.Y. and were released from active duty in October and November of 2005.

The Headquarters Battery 1st Battalion 102nd Field Artillery mobilized 179 Soldiers, reorganizing into 102nd Rear Area

Operations Center and 102nd Security Forces units, performing sensitive missions around Abu Ghraib, Iraq.

Ninety Soldiers from the 1st Battalion 101st Field Artillery were transferred into Headquarters Battery of the 42nd and the 1st Battalion 102nd Field Artillery for their deployments. An additional 36 Soldiers mobilized with other units. E Battery (Target Acquisition) 101st Field Artillery deployed 53 personnel to Afghanistan and Iraq.

Fiscal year 2005 was also a year of transition for the 42nd Division Artillery. As part of the Army's transformation to smaller, modular and rapidly deployable units relevant to current conflicts, the Massachusetts Army National Guard is retiring the 42nd Division Artillery in Fiscal Year 2006.

The 1st Battalion 101st Field Artillery will join the 26th Infantry Brigade Combat Team and the 1st Battalion 102nd Field Artillery will also retire in 2006 following its return from Iraq.

Fiscal year 2005 will also always be remembered for the tragic loss of Sgt. Michael J. Kelley, an E Battery 101st Field Artillery Soldier and the first combat casualty of the Massachusetts National Guard during the Global War on Terrorism.

1st Battalion 101st Field Artillery



The 1st Battalion 101st Field Artillery's federal mission is to destroy, neutralize or suppress the enemy by cannon fire and to integrate all supporting fires into joint combat operations. Additionally, the battalion has a state mission to support civil agencies in responding to domestic emergencies within the Commonwealth of Massachusetts.

Though the battalion reports tactically to the 29th Infantry Division Artillery, it falls under the administrative control of the 42nd Infantry Division Artillery while in the Commonwealth of Massachusetts.

Fiscal year 2005 was a challenging and rewarding year for the 101st.

The battalion conducted two live-fire exercises during the fiscal year. The first was during a three-day drill at Fort Dix, N.J., where the battalion had to consolidate into a single firing element due to deployment of battery fire direction officers in support of operations Enduring Freedom and Iraqi Freedom. During the drill, the unit fired all 300 rounds safely and also provided some realistic Army training for future Soldiers from New Bedford High School JROTC.

The second live-fire exercise was during annual training in June at Fort Pickett, Vam, for the last time in conjunction the 29th Infantry Division Artillery as our tactical headquarters. The training was significant because the battalion strength was comprised of personnel from the 1st Battalion 103rd Field Artillery of Rhode Island (two howitzer sections), the 1st Battalion 102nd Field Artillery (two howitzer sections) and three howitzer sections organic to the 101st.

Despite the three separate units joining together, the battalion worked as one, firing more than 2,500 rounds safely and returning to their respective home stations without serious incident or accident.

The 101st conducted field artillery and Warrior Core Task training throughout the year, achieving a "trained" rating in all battalion and battery mission essential tasks. Throughout the year the battalion continued to master the art of digital field artillery operations, successfully integrating new artillery computer systems into training. The end result was faster, more accurate fires from all the batteries.

Numerous civic events were supported during fiscal year 2005. Cannon salutes were fired for the Fairhaven Salute to the Nation, Falmouth Military Tattoo, Boston Pops 1812 Overture, Plymouth Philharmonic 1812 Overture, Massachusetts POW/MIA Day and Veterans Day ceremonies for Fall River, Danvers, New Bedford, Beverly, Lynn and Camp Edwards.

During the year the battalion also provided support for the Marine Corp Reserve's "Toy for Tots" annual toy drive; assisted the New Bedford Family and Child services in their annual Christmas and food collection and distribution programs; continued partnerships with the Fall River School District, Bristol County Sheriff's Department and the Brockton and New Bedford High School JROTC programs; and supported its own ice hockey team, skating once a week throughout the year and participating in the Combined Services Invitational Tournament at Las Vegas, Nev., in July.

Finally, the 101st began a transition to a 2x8 fires battalion that will become part of the 26th Infantry Brigade Combat Team as part of the Army's transformation.

It is particularly worth noting that the accomplishments discussed above occurred while 30 percent of the battalion's strength was serving on active duty supporting various missions. The 1-101 continued to support various missions assigned to itself and other units as part of the Global War on Terrorism. During the fiscal year, the battalion mobilized 68 Soldiers in support of the Headquarters Battery 42nd Division Artillery, 22 Soldiers in support of the 1st Battalion 102 Field Artillery, 14 Soldiers in support of Fort Sill, Okla., and 22 fire support team Soldiers who were mobilized with 2nd Battalion 28th Brigade Combat Team.

1st Battalion 102nd Field Artillery



The mission of the 1st Battalion, 102nd Field Artillery is to destroy, neutralize and suppress the enemy by cannon fires, and to integrate all fire support assets into combined arms operations. The battalion also has a state mission to support civil agencies in responding to domestic emergencies within the Commonwealth of Massachusetts.

Fiscal year 2005 was dominated by the deployment of Soldiers from all batteries with the 102nd Security Forces (SECFOR) and the 102nd Rear Area Operations Center (RAOC). Both of these units were an integral part of detainee operations missions under Joint Task Force 134 in Baghdad, Iraq.

One hundred and fifty-two Soldiers of the 102nd Field Artillery mobilized in October and deployed to Camp Ashraf, Iraq, as the 102nd SECFOR under the command of Capt. Scott Sanfason. The SECFOR performed duties similar to a military police company,



Photo provided courtesy of the 1st Battalion 102nd Field Artillery Rear Area Operations Center

including base defense, quick reaction force and detention operations missions under the direct command of the 18th Military Police Brigade.

Twenty-seven Soldiers also mobilized in October and deployed to Iraq with the 102nd RAOC under the Command of Lt. Col. Mark Ray. In Iraq, the unit provided the Garrison Command element and coordinated uninterrupted security, communications, intelligence, logistics and sustainment, area management, troop movement, infrastructure development and host nation support missions at both Abu Ghraib and Camp Bucca.

Five members of the 1st Battalion, 102nd Field Artillery were cited for valorous action during an April 2 attack on FOB Abu Ghraib in Iraq. Sgt. Phillip Rand Jr. and Master Sgt. Joe Young were awarded Bronze Stars with "V" device for valor. Army Commendation Medals with "V" device for valor were awarded to Staff Sgt. Christopher Yarger, Sgt. William Gates and Sgt. Jimmy Lok.

The insurgent attack was a coordinated ground assault involving multiple attacks by an insurgent force estimated to be more than 60 members strong.

A quick reaction force made up of U.S. Soldiers and Marines prevented the insurgency from breaching the walls. The five Massachusetts Guardsmen from the 102nd were a core element of that force.

Nondeploying elements of the 1st Battalion 102nd Field Artillery concentrated on artillery training and preparing for the retirement of the 102nd in fiscal year 2006, as part of the Army transformation. Annual training for the stay behind personnel was in June at Fort

Pickett, Va. During annual training, two howitzer sections from the 102nd participated in a combined live-fire exercise with the 1st Battalion 103rd Field Artillery of Rhode Island and 1st Battalion 101st Field Artillery.

E Battery 101st Field Artillery



E Battery, 101st Field Artillery's mission is to determine the trajectory of incoming artillery or mortar rounds so the supported command can eliminate the threat through counter battery fire or air support. As with all National Guard units, the battery also has a state mission to support civil agencies in responding to domestic emergencies within the Commonwealth of Massachusetts.

The battery has been deploying radar teams in support of the Global War on Terrorism since its beginning, deploying members to both Afghanistan and Iraq. During fiscal year 2005, the unit deployed 53 personnel for various missions in support of operations Enduring Freedom and Iraqi Freedom.

In December 2004, Echo Battery 101st Field Artillery joined the 116th Brigade Combat Team in its ground assault convoy from Kuwait to FOB Warrior, becoming the first 42nd Infantry Division target acquisition battery to occupy the 42 Infantry Division's area of operation in Iraq.

Tragically, a radar team deployed near Shkin, Afghanistan, lost Sgt. Michael J. Kelley during a mortar attack. He was the first combat casualty of the Massachusetts National Guard during the Global War on Terrorism.

51st Troop Command



The 51st Troop Command, based at Camp Curtis Guild in Reading, Mass., serves as the headquarters for units across the commonwealth.

The command provides administrative and logistical support to the 101st Engineer Battalion, the 181st Engineer Battalion, 211th Military Police Battalion, 726th Finance Battalion, the 65th Public Affairs Operations Center, the 379th Engineer Company, E Company of the 223rd Military Intelligence (Linguist) Battalion, the 26th Personnel Services Detachment, the 126th Military History Detachment and the 272nd Chemical Company.

The mission of the 51st is to provide command and control for its subordinate elements and enhance their readiness for deployment. This mission is facilitated by providing administrative and logistical support to those subordinate units. The 51st Troop Command also has responsibility for managing a training area, Camp Curtis Guild.

The command's state mission is essentially the same as the federal mission. It is focused on support to civil and domestic authorities at the call of the governor, however.

During fiscal year 2005, several of the 51st Troop Command units were deployed in support of operations Enduring Freedom and Iraqi Freedom. During these deployments, the command's headquarters supervised the rear elements of deployed units, and coordinated other missions in support of inactive duty training, annual training and support to civilian authorities.

101st Engineer Battalion



The federal mission of the 101st Engineer Battalion is to mobilize and deploy to provide combat engineer support to a brigade combat team for contingency operations and counter-mobility operations against a non-conventional threat. The battalion also has a state mission to provide support to civil agencies in response to homeland defense or disaster operations.

The battalion was reorganized Sept. 3, 2004, to include the headquarters in Reading, Mass., A Company in Newburyport, B Company in Chelsea and C Company in Bridgewater. Much of the year was spent transitioning to the new force structure.

During fiscal year 2005, the 101st Engineer Battalion also assumed command and control over the 379th Engineer Company and the 272nd Chemical Company.

The 101st Engineers participated in several major training events during the year, including individual and crew-served weapons training in October and May, a command post exercise in February, squad-level field training exercises in April and annual training in July. The unit conducted annual training at Fort Drum, N.Y. Highlights included convoy operations, limited urban warfare

operations and demolitions training. The battalion staff also trained, providing command and control for all operations.

Fifty-seven Soldiers from the battalion were trained and certified in chemical, biological, radiological, nuclear or high-yield explosive enhanced response force package (CERF-P) operations, in support of homeland defense. The team is one of 14 in the Army National Guard nationwide, trained to help local, state or federal authorities locate, care for and clean up casualties should terrorists attack with a chemical, biological, radiological, nuclear or other high-explosive weapon. They began their training June 5, 2004, and were certified for duty by First Army in July at Camp Curtis Guild, Reading, Mass.

The 272nd Chemical Company mobilized as part of the 42nd Infantry Division in June 2004, and participated in the divisional base predeployment training for four months at Fort Drum, N.Y. The 272nd then joined in the Task Force Liberty ground assault convoy from Kuwait to FOB Summerall, some 300 miles into Iraq and in the heart of the Sunni Triangle.

In Iraq, the 272nd served under the 3rd Battalion 13th Field Artillery, known as the "Red Dragons," an active-duty battalion based in Fort Sill, Okla. Most of the company's soldiers were assigned to Forward Operating Base (FOB) Summerall from January through October of 2005. A detachment was based at FOB Speicher, however. In August, a large contingent moved to Butler Range Complex as well. In all three cases, Soldiers of the 272nd provided security for their respective bases.

181st Engineer Battalion



The 181st Engineer Battalion's mission is to maintain a combat ready force by preparing Soldiers with training in real world tasks.

On order, the battalion provides the governor with Soldiers trained to protect life and property, and preserve the peace, order and safety of the public.

During fiscal year 2005, the battalion's primary challenge was preparing for the retirement of the unit in fiscal year 2006, as part of the Massachusetts Army National Guard's transformation. The plan merged many of the assets of the 181st Engineer Battalion with those of the 101st Engineer Battalion to form a fully manned 101st Engineer Battalion.

Much of the 181st Engineer Battalion's efforts were focused on implementing the future engineer force structure plan with the 101st Engineer Battalion and the 51st Troop Command. B Company, 181st Engineer Battalion deployed in support of Operation Iraqi Freedom during the year. Commanded by Capt. Michael Noyes, 151 members of the unit mobilized in August 2005, and were re-trained as security forces. B Company then deployed to Iraq, performing duties similar to a military police company, providing base defense for Abu Ghraib detention facility. The unit is scheduled to return early in fiscal year 2006.

211th Military Police Battalion



The mission of Headquarters Detachment, 211th Military Police Battalion is to command, control, and coordinate the combat, combat support and combat service support of all military police elements assigned or attached for missions at home or abroad.

The battalion is based in Lexington, Mass.

Subordinate units to the 211th Military Police Battalion are the 42nd Military Police Company, 747th Military Police Company, 772nd Military Police Company and the 972nd Military Police Company.

After a high operations tempo supporting the Democratic National Convention in fiscal year 2004, fiscal year 2005 began at a slower pace and was focused on getting back to the basics.

In October 2004, the battalion conducted simulations exercises. November saw the 211th trained on land navigation on Camp Curtis Guild's new land navigation course. The battalion also conducted its 10th Military Police Ball in November and it was a huge success featuring local politicians as guest speakers.

During December's the 211th conducted mandatory briefings, a 100 percent inspection of all Soldiers' individual equipment and updated personnel records. December also features a holiday meal with family and friends.

In January 2005 the battalion conducted civil disturbance classes and focused on equipment maintenance. Operation Frozen Tundra began in January in response to a statewide blizzard and the 211th headquarters operated a command and control cell to manage military police operations in support of civil authorities.

The 211th began Leader Validation Phase I in February at Camp Curtis Guild. The battalion also conducted drivers training and began the training on a critical collective training task, Occupy a Site. The unit followed up with Leader Validation Phase II training in March.

In April, the battalion trained on all of its assigned weapon systems, taking it out of the woods and onto the ranges at Devens Reserve Forces Training Area for yearly weapons qualification. The battalion returned to Camp Curtis Guild in May, and continued on collective task training.

Annual training for the 211th was at Fort Pickett, Va., in June. Live fire exercises were conducted and the unit trained on close-quarter battle shooting techniques. It all came together with an offensive operation for the entire battalion at the urban warfare training area. Annual training finished with the senior leadership conducting a staff ride at the site of the Civil War "Battle of the Crater." July featured a family day and recovery from annual training.

Weapons and vehicle maintenance were the focus of unit operations in August and September 2005. September also saw the deployment of 14 Soldiers to New Orleans, La., as part of Task force Yankee in support of Hurricane Katrina relief efforts.

The 42nd Military Police Company from Chicopee mobilized in June 2004 as part of the 42nd Infantry Division. During its deployment, the company was headquartered at Forward Operating Base Danger in Tikrit, Iraq, along with the 42nd Division Headquarters.

The company's mission consisted of security and detainee operations throughout the 42nd Infantry Division's Area of Operations. The missions included the transportation of detainees from Tikrit, Iraq,

51st Troop Command Subordinate Units

HHD, 51st TC	Reading
HHC, 101 EN	Reading
- A CO, 101 EN	Newburyport
- B CO, 1-104 IN	Reading
- C CO, 1-104 IN	Bridgewater
HHC, 181 EN	Whitinsville
- A CO, 181 EN	Milford
- B CO, 181 EN	Northampton
- C CO, 181 EN	Pittsfield
HHD, 211 MP BN	Lexington
- 42 MP CO	Chicopee
- 747 MP CO	Ware
- 772 MP CO	Taunton
- 972 MP CO	Melrose
HHD, 726 FIN BN	West Newton
- 101 FIN DET	West Newton
- 685 FIN DET	West Newton
- 747 FIN DET	West Newton
65 PAOC	Lexington
379 EN CO	Bourne
E CO 223 MI	Cambridge
126 MIL HIST DET	Worcester
26th PSD	Milford

to the Multinational Corps Iraq detention center at Abu Ghraib, Iraq. The company also ran the daily operations of the division detention center at FOB Danger.

The 42nd Military Police Company also ran counterinsurgency operations, customs inspections for re-deployment, and provided personal security for the three general officers assigned to the 42nd Infantry Division. The company provided numerous convoy security

escorts for divisional missions that included intelligence operations and provincial police support.

The 747th Military Police Company started fiscal year 2005 with an aggressive red, amber and green training cycle.

Red cycle consisted of individual soldier skills, including weapons qualification in October 2004 (qualifying at least 85 percent of the company); common task training (CTT) in November; mandatory briefings in December; and nuclear, biological and chemical training, and cold weather training in January 2005. The company was also put on standby for Operation Frozen Tundra in response to the blizzard in January.

The amber cycle consisted of collective training for the 747th. In February 2005, the unit conducted collective task training, integrating non-deploying Soldiers from the 42nd Military Police Company. The Soldiers became part of the 747th.

In March, the 747th completed its remaining CTT training, collective training and conducted Leader Validation Phase I. With the assistance of the Worcester Police Department Special Response Team, the company used a vacant Norton Company site in Worcester,

Mass., to train under real world scenarios with paint balls and simunitions. In April, the company performed crew-served and individual weapons training at Camp Edwards, Mass. In May, the unit conducted Leader Validation phase II, and continued collective training.

The 747th finished the fiscal year with the green cycle training during annual training with the battalion at Fort Pickett, Va., in July.

In September, the 747th deployed 54 Soldiers to New Orleans in support of post-Hurricane Katrina relief efforts as part of Task Force Yankee. During the mission, the unit supported local law enforcement and federal law enforcement officers.

The 772nd Military Police Company implemented a red, amber, and green training cycle during fiscal year 2005.

The red cycle, consisting of individual soldier skills training, began October 2004, with weapons qualification, ensuring at least 90 percent of the company had qualified and were fully mission capable. In November, we trained on our Soldier common tasks. During the December drill we conducted our mandatory briefings, updated our Soldiers' records and enjoyed a holiday meal with our families.



Photo by Capt. Lisa Ahaesy, Massachusetts National Guard Public Affairs

In January, the unit conducted training on nuclear, biological and chemical protection, cold weather operations and cordon and search. The 772 was also activated for Operation Frozen Tundra in January, supporting local and state police with highway and local patrols. During this operation this unit provided emergency logistical support to several South Shore hospitals.

In February, the 772 started its amber phase with the crawl phase of the unit's mission essential collective tasks. The unit completed the last of its common task training in March, and moved into the walk phase and leader validation phase I of its collective task training.

In April, the 772 performed crew-served and individual weapons training at Devens Reserve Forces Training Area. Leader validation phase II and the run phase of our collective task training was completed in May.

Annual training, the unit's green training cycle, took place in June and July, during which the unit also experienced a high operations tempo that included sending a platoon to the National Training Center at Fort Irwin, Calif. The remainder of the company went to Fort Pickett, Va., and trained with the 211th Military Police Battalion.

The 772 conducted post annual training maintenance and held family day in August. In September 2005, the unit conducted individual Soldier skills training and prepared for the deployment of 27 Soldiers to New Orleans, La., for Hurricane Katrina relief operations.

The 972nd Military Police Company started off fiscal year 2005 by implementing a red, amber and green training cycle.

In October 2004, the 972 began red cycle training, holding weapons qualification, ensuring at least 90 percent of the company had qualified and were fully mission capable. In November, the unit trained on individual Soldier common tasks.

In December, the 972 conducted mandatory briefings, updated Soldier records and enjoyed a holiday meal with family members. In January 2005, the unit conducted nuclear, biological and chemical training, cold weather training, and training on cordon and search. The 972 was also activated for Operation Frozen Tundra in January, supporting civil law enforcement with highway and local patrols.

The 972 began its amber training cycle in February, with the crawl phase of mission essential collective task training. In March, the unit conducted the last of its individual Soldier common task training, the walk phase of leader validation phase I and collective task training. April drill consisted of crew-served and individual weapons training. In May, the 972 conducted leader validation phase II and the run phase of its collective training.

June was annual training with the 211th Military Police Battalion at Fort Pickett, Va. The company conducted team and squad scenario lane training with an internal evaluation.

Other events at annual training included weapons training, a convoy live fire exercise and training on close-quarter battle shooting techniques.

July was the company's recovery from annual training, and the 972 held its annual family day in August. In September, the unit deployed 36 Soldiers to New Orleans, La., in support of Hurricane Katrina relief efforts.

726th Finance Battalion



The 726th Finance Battalion provides centralized finance support to commands, units, activities and personnel in its area of responsibility.

The battalion, based in West Newton, also provides command and control for assigned finance detachments.

The 101st, 685th and 747th Finance detachments provide military pay support, commercial vendor services, disbursing and funding support and finance database maintenance for units and personnel in an assigned area of responsibility.

The 726th Finance Battalion underwent a number of key personnel changes throughout the course of fiscal year 2005, including Lt. Col. Thomas Devine's assumption of command from Lt. Col. Cheryl Poppe, who transferred to the 79th Troop Command.

The Global War on Terrorism also had a profound affect on the 726th Finance Battalion. The 101st Finance Detachment, 685th Finance Detachment and 747th Finance Detachment all deployed Soldiers in support of operations overseas.

The 747th Finance Detachment mobilized 21 Soldiers in October 2004, in support of Operation Iraqi Freedom.

In Iraq, the 747th paid millions to Iraqi contractors who worked on thousands of contracts in the southern part of the country, including the construction or renovations of schools, hospitals, fire stations and utility infrastructure. The detachment returned to Massachusetts in October 2005.

The 101st Finance Detachment mobilized 11 Soldiers in February 2005, in support of Operation Enduring Freedom. The 101st served for 12 months in Afghanistan, where it was responsible for paying contractors, Soldiers and purchasing goods on the local economy. The unit returned to Massachusetts in March 2006.

The 685th Finance Detachment mobilized 23 Soldiers in August 2005 to support NATO peacekeeping operations in Kosovo. In Kosovo, the unit was responsible for paying more than 2,000 Soldiers and 4,000 civilian contractors working for or supporting Task Force Falcon. The 685th is expected to return to Massachusetts in December 2006.

At home, many 726th members served on active duty at the Military Pay Branch in Joint Force Headquarters to assist with the mobilization of activated Massachusetts Army National Guard units. The battalion has provided this support since Feb. 15, 2003.

Other highlights from the year included providing support to the 109th Running of the Boston Marathon on April 18, 2005; Family

Day on June 25 at Hanscom Air Force Base; and annual training from June 18 to July 2, 2005, at Camp Curtis Guild in Reading.

65th Public Affairs Operations Center



The 65th Public Affairs Operations Center provides services and facilities to accredited and/or registered media representatives in support of combined, unified or joint operations.

The PAOC is a gaining command, organized to rapidly deploy and generally augmented by two or more mobile public affairs detachments.

Available to unified, specified or combined commanders, the PAOC is the nucleus of a joint information bureau, a combined press information center or a media operations center generally at theater, corps or army level.

A PAOC is commanded by a lieutenant colonel and is authorized 33 personnel. Nine officers and twenty-four enlisted are divided into four distinct sections. One of four in the National Guard inventory, the 65th PAOC is a split-state unit with slices in Connecticut (Det. 1) and Rhode Island (Det. 2). Massachusetts has the 65th headquarters, administration and support.

The 65th Public Affairs Operations Center is committed to providing highly trained and qualified Soldiers. Whether in peacetime or war, the 65th trains as it will fight. Due to the nature of its mission, the importance of public affairs to the military and community, and the current operations tempo, this and every public affairs unit in the Army (about 75) are highly likely for deployment and must maintain peak readiness.

Since 1995, every public affairs unit has deployed to Bosnia, close to 75 percent have deployed to Kosovo and roughly half have deployed to Afghanistan or Iraq.

During the fiscal year, the 65th was invited to operate a Media Operation Center at Defense Secretary Donald Rumsfeld's annual Joint Service Open House at Andrews Air Force Base in May 2005. The 65th PAOC also supported the Rhode Island National Guard during their international parachute competition, "Leapfest."

379th Engineer Company



The 379th Engineer Company's federal mission is to deploy to the area of operations and support horizontal construction projects to improve the Army's mobility in theater. The unit's state mission is to support civil disaster operations using manned construction equipment. Support of either mission might involve construction or repair of roads or airfields.

This unit became the 379th Engineer Company Sept. 1, 1996. The unit was called the 181st Engineer Company from 1975 to 1996. Prior to 1975 the unit was part of the 181st Engineer Battalion.

The unit went through a change of command in October 2004, when Capt. Michael DeSimone assumed command from Capt. James Crowley and 1st Sgt. Daniel LaFrance took over as first sergeant from 1st Sgt. Lee Curll. The company also conducted annual weapons qualification with the M-16A2 rifle, M-249 squad automatic weapon and M-9 pistol on Camp Edwards in October.

On Jan. 22, 2005, the unit was activated by the State of Massachusetts for the Blizzard of 2005, which hit Cape Cod. The unit had 61 Soldiers called to duty and performed snow removal missions in the towns of Eastham and Chatham. The 379th Engineer Company was called to duty for six days during this period.

The 379th Engineer Company went to Douglas, Ariz., June 11 to 25, 2005, for annual training. While there, the unit constructed a mile of road and installed a steel iron fence along the border between Arizona and Mexico, working around the clock. The 379th was housed in the armory in Douglas during the mission.

During the year, the 379th worked on a variety of projects on Camp Edwards, including construction of a running track behind the post gym, hauling missions for earthen berms on the ranges, grading of dirt and gravel roads and removal of concrete and asphalt pads.

E Company 223rd Military Intelligence Battalion



E Company 223rd Military Intelligence Battalion's mission is to mobilize and deploy with our higher headquarters, the 223rd Military Intelligence Battalion, which is located in San Francisco, Calif.

The company also has a state mission to provide counterintelligence, linguist and language translation support to agencies of the Commonwealth of Massachusetts during a domestic emergency.

E Company 223rd was founded Sept. 1, 1996. The unit initially comprised 12 Soldiers and was commanded by Maj. Terry Quist. Since then, the unit's main emphasis has been to get its Soldiers qualified in their military skill. Due to the nature of this unit, the skill qualification process may take as many as four years. Based on the complexity of this process, this unit conducts annual training year-round.

The unit is composed of Soldiers with the following skills: interrogator, counterintelligence agent, linguist and administrator.

During fiscal year 2005, E Company sent teams of human intelligence collectors, counter intelligence agents and linguists to Korea, Ukraine, Hawaii and Devens Reserve Forces Training Area in Massachusetts for annual training. During these AT periods, Soldiers conducted operational detachment training missions, document translation exercises and terrorism training.

The future goals for the unit include strength increases through improved retention, military skill qualification, noncommissioned officer education and continued language training.

126th Military History Detachment



The 126th Military History Detachment (MHD) is based at the Massachusetts National Guard Military Museum in Worcester. It is one of 25 such units in the Army and one of only five in the National Guard.

The MHD is the smallest deployable unit in the U.S. Army inventory. The 126th is the only military history detachment to have been deployed in support of operations Noble Eagle, Enduring Freedom and Iraqi Freedom. The unit has been to all the major operational theaters including the World Trade Center in New York City, Fort Bragg, N.C., Afghanistan, Kuwait and Iraq.

The MHD's federal mission is to collect specific information for histories being prepared under the auspices of Chief, Military History of the Headquarters of the Department of the Army. Its state mission is to provide historical support to units of the Massachusetts Army National Guard.

Soldiers of the 126th capture significant data to create operational histories, Army lessons-learned and field monographs. Through its unique collecting style, the MHD provides valuable supplementary information to commanders and ensures the preservation of operational history information for future generations.

The 126th Military History Detachment is the Army-wide leader in historical collecting and methodology. The unit fields a completely digital solution for gathering historical data in the field. At the core of the program are high-end digital cameras, laptop computers and pocket-sized digital voice recorders. The digital medium allows for efficient, high-quality collection without the need for photo developing or cumbersome audio recording equipment.

During fiscal year 2005, the 126th was focused on preparing for another deployment to Iraq. The unit participated in a Military History Commanders Conference in Vicksburg, Miss. This conference serves as a forum for history units, Army historians, museum directors and representatives from U.S. Army Forces Command to discuss military history collection, dissemination, training and future deployments.

In preparation for the upcoming mobilization, the 126th participated in Operation Delbruck Slam, where field history training was accomplished at Fort McPherson, Ga. During the year the unit concentrated on its Warrior Task Training and enlisted the help of the State Marksmanship Team to assist in coaching and running the qualifying ranges for the unit. Training culminated in a Joint Readiness Training Center rotation where the unit documented the activities of a brigade combat team from the 10th Mountain Division as it prepared for its mission to Afghanistan. As a result of the JRTC rotation, the 126th Military History Detachment was certified as trained and ready to deploy.

The 126th spent the remainder of fiscal year 2005 preparing for its mobilization at the beginning of fiscal year 2006, when it would deploy to Iraq for a year-long mission. The "Warrior Bards" continues their tradition of being the premier military history detachment in the Army's inventory.

26th Personnel Services Detachment



The federal mission of the 26th Personnel Services Detachment (PSD) is to manage essential personnel information and provide direct military support to commanders. The unit's state mission is to provide personnel services to the Headquarters of the Massachusetts Army National Guard during mobilization and demobilization operations.

During fiscal year 2005, the detachment deployed 39 Soldiers under 1st Lt. Timothy Forti in support of Operation Iraqi Freedom. In Iraq the 26th performed administrative duties, managing essential personnel information and providing direct military support to U.S. Central Command units. The unit mobilized in October 2004, and returned to Massachusetts in December 2005.

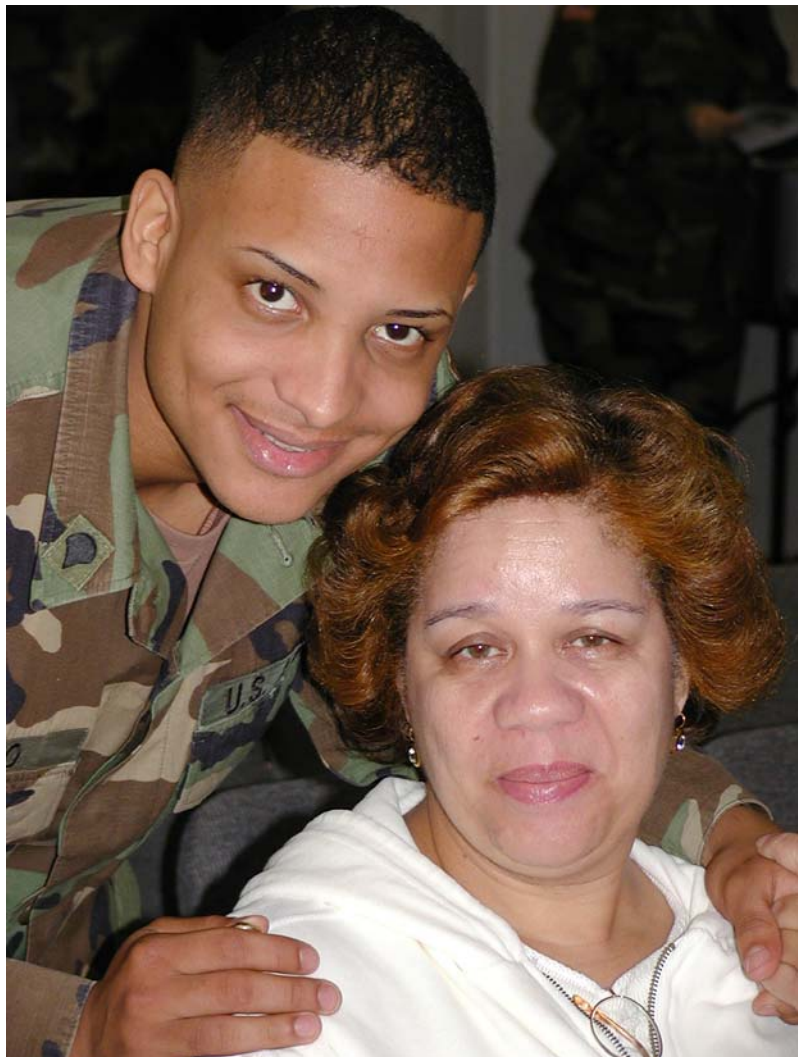


Photo by Master Sgt. Pallas deBettencourt, Massachusetts National Guard Public Affairs

272nd Chemical Company



The 272nd Chemical Company's mission is to provide nuclear, biological and chemical reconnaissance and decontamination support. The unit is based at Camp Curtis Guild, Reading, Mass.

The 272 has a significant 25-year history in the Massachusetts Army National Guard. It is a separate company of the 42nd "Rainbow"

Division headquartered in New York.

In its current configuration, the company has eight platoons: an M-113 Mounted Reconnaissance Platoon that is responsible for detecting NBC agents on the battlefield, an M-1059 track-mounted Smoke Platoon that provides smoke on the battlefield, four decontamination platoons that support troops and equipment on the battlefield, a maintenance platoon that provides all maintenance aspects for the company and a headquarters platoon. There is also an NBC detachment located in New York.

The 272 mobilized 97 Soldiers under Capt. Jeffrey Winn in support of Operation Iraqi Freedom in June 2004, and reported to its mobilization station at Fort Drum, N.Y. After a lengthy mobilization process with the 42nd Division headquarters, the company left for Kuwait in October 2005, as part of the advance party for the 42nd Division.

Upon reaching Kuwait, the company occupied Camp Spearhead and began 24-hour operations to conduct the reception, staging, onward movement and integration for the division headquarters and four brigades. The company downloaded over 10,000 pieces of rolling stock at the port and over 20,000 military trailer containers. The company then assisted in staging the equipment and moving it to various camps in Kuwait in preparation for the main body of the division. The 42nd Division advance party team accomplished all

this in approximately eight weeks; a significant accomplishment considering other divisions were behind by months.

After completion of advance party operations, the company moved to Camp Buerhing and began preparing for a ground assault convoy (GAC) into Iraq. The GAC took more than four days and took place during the January elections, a very dangerous time to be on the road in Iraq. At the completion of the GAC, the 272nd arrived at Forward Operating Base (FOB) Summerall, located about 30 miles north of Tirkat near the town of Bayji, a major oil refinery.

The 272 did not have a defined mission when it arrived at the FOB, but it was immediately assigned as force protection (FP) for the facility. The company was detached from the 42nd and assigned to the 3rd Battalion 13th Field Artillery, an active duty multiple-launch rocket system battalion from Fort Sill, Okla.

A platoon was detached and sent south to FOB Speicher, providing a roving patrol outside of the base. The "rovers" met with local farmers and citizens of Iraq and in general helped improve the quality of life for the Iraqi people outside of the FOB.

At FOB Summerall, the company was responsible for securing the entire FOB, including three entry control points, and for protecting the life safety of over 1,200 residents of the base. In August, the company was again tasked to provide FP for the Butler Range Complex, a training range for Iraqi Police, Army and Coalition Forces located about 20 miles west of the Iranian Border.

Throughout the deployment in Iraq the 272nd Chemical Company maintained a Toxic Industrial Chemical and Material Platoon that was responsible for detecting, testing and marking various chemicals, either tactical or industrial, found throughout the division's area of operations. The platoon maintained a high level of proficiency by training for a response, usually after a 12-hour FP shift. Fortunately, the platoon only had to respond once during the deployment, deploying via Black Hawk to a suspected site.



Photo provided courtesy of the 272nd Chemical Company

79th Troop Command



The 79th Troop Command's federal mission is to provide command, control and supervision to attached units in order to provide trained and equipped units capable of mobilization. The command will provide support during all phases of mobilization. On order, the 79th will assist with missions in the areas of military support to civil defense, land defense and other war related operations.

The 79th Troop Command also has a state mission to support the Massachusetts National Guard Joint Operations Center (JOC) and the Commonwealth of Massachusetts, functioning as an alternate Emergency Operations Center during disaster response, humanitarian relief and homeland defense activities. On order the command will provide Soldiers to protect life and property, and preserve peace, order and public safety.

Beginning in fiscal year 2005, Army transformation initiatives and modularity efforts affected the footprint of the Massachusetts National Guard and units of the 79th Troop Command. As early as March 2005, the 3-126th General Aviation Support Battalion (GASB) and the 226th Division Aviation Support Battalion reorganized and prepared for changes to their force structure, mission and future operations; both battalions being the first to "transform" while concurrently deploying a slice of their battalion.

During the fiscal year, the 79th had two units redeploy from supporting Operation Iraqi Freedom, consisting of approximately 120 Soldiers: A Company 118th Area Support Medical Battalion and E Company 126th Aviation. One unit, the 704th Quartermaster Detachment, remained in the theater of operation and two elements, part of the 3-126th GSAB and Detachment 1, 86th Medical Company, deployed.

As the Army transforms, combat service support (CSS) must continue to sustain the force, despite changes to doctrine and the demands for CSS assets in multiple theaters of operation. The 79th Troop Command is ready to meet the demands of the Army and adjust to the needs of the Massachusetts Army National Guard. The biggest challenge for units of the command will be the reorganization of two CSS battalions into one brigade support battalion that will support the 26th Infantry Brigade Combat Team.

101st Quartermaster Battalion



Fiscal year 2005 has been challenging for the 101st Quartermaster Battalion.

The battalion changed once again losing two transportation companies to the 726th Maintenance Battalion.

The deployment of the 704th Quartermaster Detachment affected other units in the battalion due to volunteers needed to fill vacant slots in the deploying unit. Personnel for the deployment came from the 125th Quartermaster Company, 321st Quartermaster Team, 220th

Quartermaster Team and Headquarter Detachment 101st Quartermaster Battalion.

There were key leader changes that occurred in the 101st Quartermaster Battalion during the first half of the year. 1st Lt. Robert W. Nobel moved from acting commander of Headquarters Detachment 101st Quartermaster Battalion to commander of 1058th Transportation Company. Sgt. Maj. Robert W. Furtado retired from the Massachusetts Army National Guard and 1st Sgt. Joseph C. Paccioretti from the 1058th Transportation Company was assigned as the new battalion command sergeant major.

79th Troop Command Subordinate Units

HHD, 79 TC	Wellesley
HHD, 101 QM	Framingham
- 125 QM CO	Worcester
- 220 QM DET	Plymouth
- 321 QM DET	Pittsfield
- 321 QM DET	Worcester
- 1058 TRNS CO	Hingham
- 1164 TRNS CO	Framingham
HHC, 3 BN 126 AVN	Camp Edwards
- A CO, 3-126 AVN	Camp Edwards
- C CO, 3-126 AVN	Camp Edwards
- E CO, 126 AVN	Camp Edwards
HHC, 226 DASB	Westfield
- DET 1, 86 MED CO	Westfield
HHD, 726 MNT BN	Leominster
- 110 MNT CO	Aver
- 721 MNT CO	Camp Edwards
- 1060 TRNS CO	Leominster
- 1166 TRNS CO	Worcester
A CO, 118 MED BN	Concord

The first quarter of the fiscal year was very busy with training in weapons qualifications, night driving and vehicle licensing.

Second quarter training consisted of force protection; nuclear, biological and chemical team training; and leaders recon and hazardous materials training. A major mission for the battalion took place in support of Operation Coastal Thunder during the January 2005 blizzard.

A battalion field training exercise was conducted at Camp Edwards utilizing the skills learned during annual training 2004. The 1058th managed lanes training for the entire battalion, while staff members conducted classes in troop leading procedures.

Spring was dedicated to preparing the Soldiers and their leaders for tasks they would perform during annual training 2005. The battalion was involved in preparing Soldiers for common task training, driver training, weapons qualifications and the Army Physical Fitness Test.

In April the battalion was tasked to provide Soldiers to assist Gov. Romney in welcoming the president of Rwanda to the State House. The battalion also supported the Boston Marathon by supplying troops and transportation.

In May the Battalion supported the towns of Whitman and Ware Memorial Day parades along with two Special Olympics events in Holliston and Worcester. These missions gave the public a chance to see their Citizen-Soldiers at work supporting the commonwealth.

Annual training 2005 at Camp Edwards was a realistic operational exercise. The 101st Quartermaster Battalion implemented combat convoy operations that emphasized vehicle recovery operations and reactions to improvised explosive devices, ambushes and snipers. The battalion consolidated maintenance operations in the field environment, utilizing two frame medium maintenance tents.

The fourth quarter of fiscal year 2005 was used for annual training recovery and transformation tasks including equipment accountability and personal changes. In September, the 101st Quartermaster Battalion was tasked to support the Regional Training Institute on Camp Edwards in their support of evacuated people from New Orleans' devastating hurricane Katrina.

The 125th Quartermaster Company experienced a period of growth during fiscal year 2005, including leadership changes and key noncommissioned officers starting or completing professional development courses.

In October 2004, the 125th completed the online defensive driving and anti-terrorism courses, and prepared for common task testing.

In November, the company's platoons completed land navigation training and used the Firearms Training Simulator at Camp Edwards, working in team and squad-sized elements. November 2004 through January 2005 was spent on the 125th reset mission, replacing 20 miles of hose that had passed the usable expiration date.

In July, the 125th unloaded and performed maintenance of equipment as part of recovery from annual training, which was conducted at Camp Edwards with the battalion. The company also celebrated family day at the Fourth Cliffs Resort in Scituate, Mass.

The leadership reaction course at Camp Edwards was the main event in August, and the 125th went through the obstacle course.

In September, the 125th was forced to relocate training from Camp Edwards to Devens Reserve Forces Training Area, due to the arrival of Hurricane Katrina evacuees at Camp Edwards. At Devens, the unit trained on controlling entry and exit to a restricted area. The 125th also used the Devens facilities to practice mounting and dismounting vehicles while armed when reacting to improvised explosive devices.

The 1058th Transportation Company has a federal mission to mobilize, deploy and provide transportation of personnel and cargo in support of operations in theater.

The company also has a state mission to help civil authorities protect public safety during disaster response, humanitarian relief and civil disturbance operations.

Fiscal year 2005 was a year of change and rebuilding for the 1058th. There was a total transition of leadership in the company enabling upward mobility for quality Soldiers, but also necessitating significant leadership training.

At the beginning of the year, special arrangements were made for a make-up civil service exam, since some Soldiers had missed the exam while in Iraq. Fifteen Soldiers took advantage of the opportunity. The 1058th also spent the beginning of fiscal year 2005 downloading personal equipment from Iraq and inventorying the limited equipment returned with the unit from Iraq.

During the second quarter, the 1058th had the opportunity in January and February to work with the military police to learn force protection measures and how to act as augmenters when assisting in riot control operations. In March, the 1058th provided support for the 101st Quartermaster Battalion in the form of opposition forces and trainers for training on how to operate and run convoys in Iraq.

In the third quarter the 1058th conducted crew-served weapons training in April and loaded equipment in preparation for annual training in May.

Annual training was also a time for the 1058th Soldiers to show they are subject-matter experts in the operation of military vehicles in a combat area of operations. They enjoyed imparting hard-earned knowledge that they gained in Iraq to the rest of the battalion over the course of three days of training.

The capstone of the company's annual training was when the unit's Soldiers conducted the same lanes training themselves, and realized that none of their skills had atrophied over the preceding year.

The fourth quarter consisted of only two drills (there was no drill in July). August drill featured a family day at Fourth Cliffs Resort in Scituate, Mass., after a day of maintenance and equipment recovery.

In addition to the traditional training opportunities, the 1058th was called on, and has volunteered for, many additional missions. Some of the tasks that we have done over the past include providing support for two blizzards, Hurricane Katrina (both Operation Helping Hand and Joint Task Force Katrina), 4th of July at the Esplanade, the president of Rwanda visit, two Veterans' Day parades, Patriots Training Camp and the opening game of the Patriots. The 1058th also had three soldiers on active duty for special work, working for Recruiting and Retention Command, and five soldiers supporting the force protection element at Camp Edwards.

The 1164th Transportation Company is a line-haul tractor-trailer unit located in Framingham, Mass. The unit shares the Framingham



Photo by Sgt. June Norton, Massachusetts National Guard Public Affairs

armory with its higher headquarters, the 101st Quartermaster Battalion, and the 1060th Transportation Company.

Fiscal year 2005 was a rebuilding period for the 1164th. The unit's personnel that deployed in support of Operation Iraqi Freedom with the 1058th Transportation from Hingham or the 1166th Transportation from Ware returned from deployment. The unit's Soldiers who deployed with the 125th Quartermaster Company or the 272nd Chemical Company, however, remained deployed at the end of 2005. They are due to return in fiscal year 2006.

As the 1164th waits to transition to the M-1088 tactical tractor, it continues to train with M-818 and M-915A3 tractors. The unit currently has 85 new M-871 trailers for training and operations.

Training in the unit has been specifically tailored to conducting transport operations in support of Operation Iraqi Freedom, with a focus on planning and preparing for convoys under combat conditions. Our Soldiers who recently returned from deployment are our greatest strength in providing real world combat training.

In the event of a natural disaster or terrorist act, the 1164th has trained to perform a number of different relief roles. The unit has personnel that can transport soldiers, equipment and supplies to and from disaster areas and assist in the evacuation of civilians. The unit can also transform the Framingham Armory into a shelter for the public, if needed.

During Hurricane Katrina, the 1164th not only provided personnel to assist with the logistical aspects of Massachusetts National Guard units deploying to assist in the Gulf region, but also had personnel working at Camp Edwards performing support services for families displaced by the storm.

The 1164th participates every year in Operation Stand Down. This two-day event at Madison Park High School in Boston's Roxbury neighborhood offered support to more than 700 homeless veterans.

The event provided veterans with various services including food, clothing, showers, shelter, medical care, legal assistance, ID cards, counseling, housing workshops and a job fair. Our Soldiers provided transportation and logistical support for the event, along with security assistance.

The company has close ties with the City of Framingham and with several local veterans groups. The 1164th provided honor guards for local parades and for events sponsored by the Framingham Veterans' Council.

Soldiers from the unit also participated in a ceremony with The Daughters of the American Revolution and a re-enactment with the Sudbury Militia Company.

The renovation of the 1164th Transportation Company's adjacent motor pool & field maintenance shop (OMS 7) was nearing completion at the end of the fiscal year. The \$6.6 million project will provide the unit with a state-of-the-art maintenance facility.

The 1164th is preparing to transition to a modular force structure and to support the home station moves of other units throughout the state. The 1164th itself is preparing to move to the Leominster Armory and will fall under the command of the newly forming 802nd Transportation Battalion.

Looking ahead to 2006, the entire 101st Quartermaster Battalion welcomes the new opportunities that lie on the horizon as part of the transformation of the Massachusetts Army National Guard.

3rd Battalion 126th Aviation



The 3rd Battalion 126th Aviation's federal mission is to deploy and provide combat aviation assets.

The battalion also provides support to the state during domestic emergencies.

The 3-126th made great strides in improving readiness and preparing for deployment in support of Operation Iraqi Freedom during fiscal year 2005.

One hundred and eighty-nine Soldiers and 11 UH-60 Black Hawk helicopters from the battalion mobilized in August 2005 for deployment to Iraq under Lt. Col. Kevin B. Keenan.

Three additional helicopters and crew from the Vermont Army National Guard's Detachment 2 C Company 3rd Battalion 126th Aviation deployed as part of the battalion as well.

In theater, C Company deployed to Iraq to perform air ambulance duties while the remainder of the battalion deployed to Kuwait to provide general aviation support in Iraq and Kuwait. The battalion is scheduled to return to Massachusetts early in fiscal year 2007.

226th Division Aviation Support Battalion



The 226th Division Aviation Support Battalion (DASB) is a new battalion headquarters in the Massachusetts National Guard. The unit's organization was effective Oct. 1, 2003.

The DASB's mission is to provide division-level logistics support for the 29th Infantry Division's Aviation Brigade and Cavalry Squadron. The unit has companies in three states: Massachusetts, Maryland and North Carolina.

Each state has a company minus with detachments in the other two states. The Headquarters and Supply Company is in Massachusetts, with detachments in Maryland and North Carolina.

The Aviation Intermediate Maintenance (AVIM) Company, designated A Company, is headquartered in Maryland, with detachments in Massachusetts and North Carolina. Its mission is to provide aviation intermediate maintenance support and backup aviation unit maintenance support, including aircraft armament and avionics equipment repair.

The Ground Maintenance Company is headquartered in North Carolina, with detachments in Massachusetts and Maryland. Its mission is to provide direct support maintenance and repair parts support to the light division aviation brigade and cavalry squadron.

The 226th also maintains administrative command and control over Detachment 1, 86th Medical Company (Air Ambulance) while the unit is in Massachusetts.

The unit deployed three Soldiers from the AVIM detachment in September 2004. They joined another unit in Fort Dix, N.J., and

deployed overseas to perform aircraft maintenance in support of Operation Iraqi Freedom. A Soldier from the Detachment 1, 86th Medical Company was activated in September 2004, and joined the 704th Quartermaster Detachment deployment.

The family program of the 226th DASB and Detachment 1, 86th Medical Company had their first annual casino night Nov. 15, 2004, in South Hadley, Mass., to raise money for the unit's family readiness group. The units also supported a Toys for Tots drive for local Westfield, Mass., children.

Detachment 1, 86th Medical Company supported Operation Winter Freeze in Burlington, Vt., from December 2004 to January 2005. The support included medical evacuation and refueling personnel.

The detachment also provided medical evacuation coverage before and during the presidential inauguration in January 2005. Two aircraft and crews provided coverage for Department of Defense personnel supporting the event.

The unit conducted annual training in June 2005 at home station in Westfield for the 226th in preparation for supporting the 3rd Battalion 126th Aviation mobilization. Detachment 1, 86th Medical Company conducted its annual training jointly with its parent company in Vermont for one week and then with the 226th in Westfield, Mass.

In August 2005, the 226th DASB sent 23 officers and enlisted personnel with the 3rd Battalion 126th Aviation to Fort Dix, N.J., for mobilization in support of Operation Iraqi Freedom.

Detachment 1, 86th Medical Company was reorganized as Detachment 1 C Company 3rd Battalion 126th Aviation. The new unit was mobilized in September and deployed to Fort Dix, N.J., in preparation for deployment to Iraq. This mobilization included 25 officers and enlisted personnel.

726th Maintenance Battalion



The 726th Maintenance Battalion provides command and control of maintenance operations for the units and personnel of the Massachusetts Army National Guard.

The battalion reorganized in November 2004, with the following units and detachments: the 110th Maintenance Company, 721st Maintenance Company, 1060th Transportation Company and 1166th Transportation Company.

In April 2005 the battalion conducted a change of command ceremony held at the Ayer Armory, with Maj. Norman S. Long assuming battalion command.

The headquarters conducted annual training at home station in June. Major training events include weapons qualification and an inventory of unit equipment.

The 721st Maintenance Company provides general support (GS) maintenance for equipment in order to return it to the supply system.

The company spent fiscal year 2005 rebuilding its strength and capability for continued operations in fiscal year 2006. The unit spent time and energy focusing on Soldier care, supply and maintenance operations.

Capt. Paul M. Granada assumed command of the 721st in December 2004, and the unit conducted an exhaustive company change of command inventory from November 2004 to September 2005.

The unit conducted a very successful annual training at the National Maintenance Training Center at Camp Dodge, Iowa, in August 2005. The company received many accolades to include a safety award and a “trained” rating in the collective tasks that compose the unit’s mission essential task list

Looking toward fiscal year 2006, the 721st is preparing to transform from a general support maintenance company to a field maintenance company as part of the transformation on the Massachusetts Army National Guard.

The 110th Maintenance Company’s wartime mission is to provide direct support maintenance and repair parts supply service to units in the theater of operations.

The company’s state mission is to provide direct support maintenance support to the Combined Support Maintenance Shop in Devens Reserve Forces Training Area, Mass., and to assist units with inspection and repair of organizational equipment in the Massachusetts Army National Guard.

The company began the fiscal year with Capt. Ronald F. Andre taking command in October.

Throughout fiscal year 2005, the 110th continued pursuing its main priority; the reconstitution of unit equipment from deployment in fiscal year 2004. This was accomplished by providing all of the direct support labor for reconstitution efforts through inactive duty training (weekend drills), two annual training periods and by placing Soldiers on active duty for special work.

The company also began to focus attention on the upcoming transformation by conducting and completing 100 percent inventories of all unit equipment, identifying equipment that will be lost during transformation and scrubbing the manning roster.

In March 2005, the 110th Maintenance Company again changed hands when Capt. Arvid R. Hill assumed command of the unit. In July, the company provided a security force for the Fourth of July Celebration on the Esplanade, Boston.

As the 110th moves forward into fiscal year 2006, it will continue to provide maintenance support in Massachusetts and eagerly anticipates the transformation process.

Fiscal year 2005 brought many old and new opportunities and challenges to the 1060th Transportation Company.



Photo by Master Sgt. Pallas deBettencourt, Massachusetts National Guard Public Affairs

As a relatively new unit, the 1060th continues to grow in both numbers and collective proficiencies. While the Global War on Terrorism has been on the minds of the Soldiers of the 1060th, the unit spent most of the fiscal year building on its proficiency in line haul operations.

Weekend drills were devoted mainly to driver’s training. Equipped with the M-915A3, the military version of a commercial tractor, the unit trained its drivers to operate these vehicles with several different types of trailers. These tractor-trailer combinations were driven by the Soldiers of the 1060th Transportation Company during daylight, nighttime and changing weather conditions.

In addition to driver training, the Soldiers of the 1060th Transportation Company learned to load and secure equipment and vehicles on

flatbed trailers. This load training is instrumental to the company’s mission as a line haul transportation support provider.

The capstone of the year’s training was the unit’s successful line haul operation to Fort Pickett, Va., in June 2005. Conducted in two, five-day segments, this mission involved 18 tractors and commercial lease trailers hauling military vehicles more than 600 miles in two days. The unit leadership devoted countless hours to the planning and preparation of the missions. Soldiers worked tirelessly to load and secure equipment to their trailers. Afterward, the Soldiers drove their tractor-trailers in a professional and courteous manner, while maintaining proper convoy intervals and rates of march.

Many organizational changes occurred during the fiscal year. Having served under the command and control of the 101st Quartermaster Battalion since February 2003, the 1060th Transportation Company



Photo by Sgt. June Norton, Massachusetts National Guard Public Affairs

was transferred to the 726th Maintenance Battalion in November 2004.

Looking forward to fiscal year 2006, the 1060th Transportation Company will continue to train with its assigned equipment and personnel to improve its collective proficiency. Having performed over the road line haul missions, the unit will spend the next fiscal year focusing on its tactical proficiency with field training exercises and a two-week annual training period in a field environment.

The 1166th Transportation Company provides movement of non-containerized cargo and personnel by motor transport.

Since returning to Massachusetts, the 1166th underwent many major organizational changes. The 1166th was assigned a new first sergeant in March 2005, 1st Sgt. Todd Richardson, from Iowa.

Capt. Pierre W. Joseph assumed command of the company in June 2005. Shortly after, the unit was transferred from the 101st Quartermaster Battalion to the 726th Maintenance Battalion.

The 1166th was activated for many state active duty missions during the year, including Operation Frozen Tundra in January 2005 and Operation Helping Hands in September 2005.

A Company 118th Medical Battalion

The federal mission of A Company 118th Area Support Medical Battalion is to provide health services to units located in the area of operations.

The company also has a state mission to support homeland defense and civilian relief

missions as directed by The Adjutant General of the Massachusetts National Guard.

A Company mobilized for Iraq in December 2003 and remained deployed there during the first half of fiscal year 2005.

While in Iraq, the unit supported three major sites: Taji (Camp Cooke), Mosul Air Base (Forward Operations Base Diamondback), and Camp Slayer (south of Baghdad). All the missions were medical related, involving either standing up a fully functional aid station, with dental, lab, x-ray and veterinary services, or collocating with a corps area support hospital to perform sick call procedures and detainee medical treatment.

The unit returned to Massachusetts in February 2005.

Since its return, the company activated one Soldier for deployment to Kosovo and another for homeland defense at Camp Edwards, Mass., in June 2005.

In July, A Company supported public safety operations during the Fourth of July celebration at the Esplanade. In August, the unit provided 25 medics in support of the air show at Barnes Air National Guard Base.

At the end of the fiscal year, A Company provided five medics and two physician assistants as part of Task Force Yankee, which supported relief efforts in New Orleans after Hurricane Katrina.

Looking ahead to fiscal year 2006, A Company 118th Area Support Medical Battalion will transition to become the new C Company (Medical) 126th Brigade Support Battalion as part of the overall transformation of the Massachusetts Army National Guard.





Photo by Maj. Winfield Danielson, Massachusetts National Guard Public Affairs

101st Regiment, Regional Training Institute



The 101st Regiment, Regional Training Institute (RTI), has a rich and proud history. It began as an academy in 1913. Nearly 40 years later, it became the first National Guard State Officer Candidate School to earn full accreditation.

Today, units from across the Northeast send their Soldiers to the regiment. The Regional Training Institute is the best, most state-of-the-art training facility in Region A.

The institute has been accredited by the Command Sergeants Major Academy, Fort Benning Infantry School, and Fort Sill Artillery

School. It has provided courses for the General Studies Battalion, Noncommissioned Officer Evaluation School, Officer Candidate School, Field Artillery Battalion, Recruit Sustainment Program, Naval Sea Cadets, Paraguayan soldiers and the Army Reserve.

The Regional Training Institute's greatest assets are its outstanding faculty and support staff, which are given not only the tools needed to teach at the highest levels, but also the support required to retain them. This command focuses on the retention of top staff, recruiting of new members, and the return of the highly trained staff to their former units. The staff provides a personal atmosphere and emphasizes individual attention that identifies and cultivates the strengths of their students, preparing them for their military careers.

215th Army Band



The 215th Army Band provides music to enhance unit cohesion and Soldier morale; to civil/military, coalition and recruiting operations; and in support of national and international community relations.

During contingency operations, mobilization and demobilization and major training exercises, its mission expands to include musical support for civil affairs and psychological operations.

An organizational change during fiscal year 2005 added an additional group leader to the band's command structure. There are now two brass group leaders instead of one. They are split

into high brass (trumpets) and low brass (trombones, tubas and French horns).

Much like a platoon sergeant in a line unit, the group leader is an important cog in an Army band. The addition of an additional group leader helped unit operations immeasurably.

In total, the 215th Army Band was assigned 42 enlisted personnel and one warrant officer during the year.

Annual training for the year was performed at Fort Monroe, Va. The 215th back-filled for the United States Continental Army Band and public performances and military ceremonies at Fort Monroe, Fort Eustis, Fort Story and Norfolk Navy Base.









